

THE GULF WAR

Iraqis see olive branch in Saddam's hand

By Lami Andonis

PRESIDENT Saddam Hussein's speech yesterday was viewed in Baghdad as implicit acceptance of the Soviet initiative, the details of which have still not been officially announced.

Mr Tariq Aziz, Iraq's foreign minister, was said to be carrying out explorations and other ideas to be explored during his talks in Moscow. It was stressed in Baghdad that while being prepared to give up Kuwait, Mr Saddam was not ready to accept demands or pressures that would lead to the destruction of Iraq as a regional power in any post-war arrangement.

Mr Saddam is seen here as insisting on linkage with the

BAGHDAD

Palestinian problem and trying to open the door for a comprehensive Middle East peace. That means he is not necessarily insisting on a specific mechanical linkage but demanding that a peace process should start, based on United Nations resolutions, to solve the other conflicts in the region, especially the Palestinian problem.

However, the president emphasised that his peace initiative did not reflect a sign of weakness or surrender. He is prepared if necessary to con-

THE GULF WAR



time the battle. During his speech Mr Saddam also continued preparing the Iraqi people for big sacri-

fices and a land war. The message was that while he was giving peace a chance, he would not accept the humiliation of his country.

The air raid which was launched less than an hour after his speech led Iraqis to expect further heavy shelling at the war front and even the start of the ground assault.

Mr Saddam added that if the allies were to reject Mr Tariq Aziz's ideas then it would expose the "allies' aggressive intentions". In other words, if the US did not accept what Mr Aziz had to offer, Mr Saddam's suspicions would be confirmed that the allied aim was to destroy Iraq come what may,

something he could not accept. If that is the conclusion reached, Mr Saddam implied that he would resort to any additional means, and any kind of weapon, to make his response clear.

Before the speech the Iraqis were hopeful. But Mr Saddam was implicitly warning the people against raising their expectations and to be prepared for further sacrifices if need be.

Last night there was an atmosphere of an uneasy expectation in Baghdad as it became evident that the next few hours or, at most, days would determine the course of war or peace.



Saddam: no surrender

Defiant words were aimed at home front

By Tony Walker in Dhahran

ARAB commentators said last night that President Saddam Hussein's defiant speech was aimed largely at a domestic audience and did not necessarily foreclose further diplomatic efforts to resolve the Gulf crisis peacefully.

But they also noted that the Iraqi leader had given no indication that he was prepared to accept strict terms laid down by the Allies for Iraq's withdrawal from Kuwait.

Mr Mahmoud Riadh, a former secretary-general of the Arab League and Egyptian foreign minister, said it was unreasonable to expect the Iraqi leader to suddenly admit he was wrong to his "army and his people".

"The most important thing," Mr Riadh observed, was that he did not say no to the Soviet peace proposal. "He could not change direction 180 degrees and suddenly say he was going to withdraw."

The veteran diplomat also said it was significant that the past few days people in Iraq were being allowed to express opinions more freely about their desire for a peaceful resolution of the conflict. He saw this as possible preparation for an Iraqi about face.

But other observers viewed the speech differently. A senior Egyptian journalist interpreted Mr Saddam's message as "a challenge" to the allies. "As far as Middle East culture is concerned," he said, "Saddam wants to have the last word in this war of words."

The journalist doubted that a land offensive could now be averted and that whatever transpired in Moscow between the Iraqi foreign minister, Mr

ARAB WORLD

Tariq Aziz, and Soviet officials, "was a 'no way' that Mr Saddam could accept the 'humiliating' conditions being proposed by the West for his withdrawal from Kuwait. 'He has brought it on himself,' he said. 'By continuing to use a threatening tone he is inviting a horrendous war which he may not survive.'"

Mr Riadh also doubted that, whatever happens, the Iraqi president will survive for long as leader of his shattered country. "He has no money, he has no power," he said. "There must be a new government to find a way to get the oil flowing."

A western official in Jordan, the majority of whose people steadfastly support Iraq's leader, said he detected no concessions in Mr Saddam's observations. "It sounded like a headline," he said.

But the official added that if the underlying assumption is that Mr Saddam remains "rational" then it is hard to believe that he does not understand the dangers posed by a ground war, not only to his military assets but to his own chances of survival.

He said that the Iraqi leader may still accept the Soviet peace plan, while continuing his defiant statements to the west. But his envoy warned that time was running out for Mr Saddam if he wished to escape the full weight of an allied ground offensive. "That is a sense," he said, "that Saddam is playing poker right up to the last minute."

'No glimmer of hope, no glimmer of compromise'

IN THE UK, Mr John Major said Mr Saddam's speech showed there was "no glimmer of hope, no glimmer of compromise" which might lead to a peaceful end to the Gulf conflict.

Speaking in Downing Street an hour after answering questions in the House of Commons, the prime minister described the speech as "very disappointing".

He said that, having had an opportunity to see what Mr Saddam had said, he found no suggestion that the Iraqi leader recognised the extent of the damage he had caused by his illegal action or that he was about to obey the UN security council resolutions.

"It is an immense opportunity lost and now it seems it has gone," Mr Major said. "We propose to ensure that Kuwait is liberated and, unless Saddam Hussein does comply with the Security Council resolutions in full, then there will be a land war."

Mr Major repeated Britain's view that the proposals put forward by the Soviet Union fell a good deal short of the Security Council resolutions, and emphasised that the coalition had done everything it could to prevent the conflict beginning, and then to minimise casualties, both among the allies' troops and Iraqi civilians.

He was clear that the task ahead of the coalition was to restore Kuwait to its rightful ownership, and ensure a durable peace and security in the region.

Mrs Margaret Thatcher, the former prime minister, was forthright in asserting that Mr Saddam should not be allowed to profit in any way from his aggression, and must comply unconditionally with all 12 United Nations resolutions.

At Westminster, opposition

BRITAIN

parties joined in condemning Mr Saddam's statement.

Mr Neil Kinnock, the Labour leader, called it "brutal, arrogant and completely typical". Of all the many cruelties committed by Mr Saddam, the greatest would be his failure to take the opportunity to avoid a land battle and the suffering it would bring, he said.

Mr Paddy Ashdown, the Liberal Democrat leader, said the statement made a land war unavoidable. "Even at this 11th hour, every realistic avenue for peace ought to be pursued, but we cannot allow ourselves to be distracted by cut-throat deals designed to delay the freedom of Kuwait," he said.

Later, during a debate initiated by the Scottish National Party, Mr Jim Sillars (SNP Govan), questioned the war aims of the US and British governments. He said they were in danger of going beyond the mandate of the United Nations and pressed the government to state their aims openly.

Europe's governments yesterday reacted to Mr Saddam's speech with gloom and pessimism, agencies report.

In Bonn, Mr Dieter Vogel, the government spokesman, said: "Even though Iraq's official answer to Soviet President Mikhail Gorbachev's peace plan is still expected, it is clear that Saddam Hussein has refused to end the war."

In Paris, Mr Laurent Fabius, speaker of the French National Assembly, said President Saddam's defiant address was a "suicide speech". In Rome, Mr Giulio Andreotti, the Italian prime minister, expressed pessimism about the chances of peace in the Gulf.

'They want to strip Iraq of power'

The following are edited extracts from the 35-minute speech by Iraq's President Saddam Hussein on Iraqi radio yesterday.

MR Saddam said his foreign minister, Mr Tariq Aziz, was carrying details to Moscow of Iraqi "political efforts". Rejection of these would "expose all the deceptions, and will only maintain the premeditated intentions of the aggression against us".

"... What has guided this nation in this direction has been their long suffering at the hands of the ranks of injustice, the unjust, and the Arab rulers who are their allies and who betrayed the nation and sold out honour and religion to the foreigner. 'They [the allies] wanted the word 'withdrawal'... but they don't care for it now and talk about new things..."

"By the word 'withdrawal' they meant stripping Iraq of all power... they want from us many new concessions."

"The mother of all battles

THE SPEECH

will be our battle for victory and martyrdom... they want us to surrender but of course they'll be disappointed."

"August 2 [when Iraqi forces entered Kuwait] did not come out of nothing... The measure taken on the glorious day of the call [August 2] was a means of self-defence, and one aimed at defending all honourable principles and values of Iraq."

"There is no other course than the one we have chosen, except the course of humiliation and darkness, after which there would be no bright sign in the sky or brilliant light on earth."

"The Iraqis... continue to ask and work for what will make them more brilliant, faithful and lofty."

"There is no other course. We will protect it with our souls, funds and hearts."

"Palestine... whose just cause dates back more than 40

years, as do the question of its future and the positions on it. It has been one of the most important pillars of the conspiracy in which the oil rulers have participated as conspirators against Iraq, led by the agent sheikhs of Kuwait and the Saudi rulers."

"Blasphemous people have even tried to neglect the fate of Palestine as being one of the causes of these events. The tendentious media, which have widespread influence and impact, and the suspect politicians, and those who seek personal objectives - backed by Zionism everywhere - began to focus on the August 2 events to depict them as having taken place without any basis or background, and as though our attention were being devoted only to these events."

"They even issued orders to silence voices and prevent them from mentioning any historical background that would explain to the foreigner or the Arab what he does not know about the reality of the rela-

tionship that exists between Kuwait and Iraq, and that Kuwait is part of Iraq. But it was annexed following the conspiracy to weaken the Arab nation, harm its status and role, and weaken every Arab country that has some kind of leverage."

"Something must be done to place the enemies in an embarrassing situation or in an impasse - something that will drive them to behaviour and positions that will make those who have been anaesthetised by hostile media wake up to new facts or new opportunities that will reveal to them the facts, free from covers, so that they can appear as they are: crystal clear."

"There is no regret over [Egyptian President Hosni Mubarak] and may God's curse be on him till doomsday." Just before Mr Saddam's speech allied bombs fell near Baghdad and as Mr Saddam ended with the traditional rallying call of Allahu Akbar (God is greater), air raid sirens wailed again.

Saddam plays right into Washington's hand

By Peter Riddell, US Editor in Washington

THE disappointment expressed yesterday by the White House in response to President Saddam Hussein's defiant radio address was mixed with private relief.

Over the past few days since the Soviet peace initiative was launched, there had been increasing fears in Washington that the Iraqi leader might, with Moscow's help, be able to extract himself from the war with a substantial part of his army intact.

Mr Saddam might then appear to have saved face and, saying he had stood up to the US, be ready and able to launch further aggression.

Yet the tone of yesterday's broadcast suggests that Mr Bush no longer faces the difficult choice of accepting such a messy compromise, or other-

wise risking a split in the coalition. Mr Bush's course is now more straightforward.

President Bush wants the Iraqi leader to appear a clear loser - whether through an immediate, unconditional withdrawal or, as now looks more likely, through a resounding military defeat forcing his troops out of Kuwait with most of his army destroyed.

The problem with the Soviet initiative in US eyes was that it appeared to let the Iraqi leader off the hook by merely returning to the position before the invasion of Kuwait.

The US and its allies have prepared a series of demands if Baghdad agrees to withdraw.

UNITED STATES

These include a tight timetable of only a few days for a total pull-out (in effect requiring that some at least of its heavy equipment is left behind), plus the immediate release of all prisoners of war and disclosure of the location of all mines and other traps in Kuwait.

In addition, the coalition would press for adherence to United Nations resolutions requiring reparations for damage, injury and war crimes caused to Kuwait and others. Economic sanctions would be maintained while these issues were resolved, while a strict arms embargo would be continued to prevent Iraq rebuilding its army and, in particular, reviving its nuclear, biological and chemical weapons programmes.

The US view is that such strict terms would, at minimum, successfully contain Mr Saddam and, preferably, undermine his regime, since already severe economic problems have been compounded by five weeks' bombing.

Mr Bush has, at times, appeared to be extending coalition war aims beyond the UN resolutions by his personal attacks on Mr Saddam, culminating in last week's appeal for the Iraqi military and people to oust him.

But US officials stress that this is not a war aim, but rather a desired outcome which would make sorting out post-war problems in the Middle East less difficult. It is hard to see how Egypt and Saudi

Arabia with their current leaders, let alone the US, could work with a Saddam-led Iraq. However, US plans do not assume the removal of Saddam Hussein.

After Mr Saddam's broadcast, Mr Bush's main decision is now over the timing of the full-scale ground offensive and amphibious campaign to capitalise on the success of the five week long air bombardment.

Mr Dick Cheney, the US defence secretary, said yesterday that the allies were preparing "one of the largest land assaults of modern times."

There has naturally been no official indication about timing. Rumours have shifted from day to day. Last week the talk was of continuing the bombing for some time to weaken Iraqi forces further. But by last Sunday the high

success rate in destroying Iraqi tanks and artillery - plus the movement of allied troops to advanced positions - raised expectations about a land campaign within days. Yesterday a senior Pentagon official was quoted as citing the same evidence of allied success in hitting Iraqi forces as a reason for delaying the ground campaign a little while.

Either way, there is now no doubt that, barring a last-minute Iraqi withdrawal, there will be a full-scale ground campaign.

The fear in Washington, however, is that the Iraqi leader believes that his forces can inflict very high allied casualties in the process - threatening to undermine any political advantage which the US president might gain from the military victory.

Oil and gold markets reflect uncertainty

By Deborah Hargreaves

OIL AND gold markets oscillated wildly late yesterday as President Saddam Hussein made his address on the Gulf war.

London traders were nervous as, in busy trading, they pushed oil prices back up again after the markets had drifted downwards earlier in the day.

North Sea Brent crude for April delivery rose to \$17.65 a barrel just after Mr Saddam's speech after being almost \$1 a barrel below that in earlier trading. But the market lost some of its gains later as prices remained extremely volatile and the Brent market closed at \$17.50.

Mr Saddam's speech helped to steady a nervous gold market where the bullion price was under pressure for much of the day because of rumours that there might be another big sale of gold by a Saudi Arabian bank.

Gold's price had fallen to \$361.50 an ounce in London before reports of the speech saw it recover to close at \$363,

down \$1.20 an ounce from the overnight level.

Oil prices on the New York Mercantile Exchange were weak as traders stood ready to hit a massive sell-off if Iraq accepted the peace proposals. Prices moved up after the speech, but did not stay there for long. "I think people are going to write today off and see what Tariq Aziz says in Moscow," said Mr Ed Kevelson, an oil trader at Dean Witter in New York. "The market was busy after the speech, but now it's calmed down and is quiet again."

The market opened at a lower level as US weekly statistics from the American Petroleum Institute showed that US companies built oil stocks by 5.4m barrels last week.

By mid-session, prices had dropped by 40 cents to see the April futures contract trading at \$19.18 a barrel.

Meanwhile, Kuwaiti officials said yesterday that there were currently an estimated 50 oil wells still on fire.

Liquidation order for Iraqi bank

By David Lascelles, Banking Editor

THE Bank of England yesterday obtained a provisional liquidation order against Rafidain Bank, Iraq's largest bank.

The Bank said it was making the move to protect depositors of the bank, some of whom are British institutions. Rafidain, which is owned by the Iraqi government, has assets of about \$160m in the UK.

Since the outbreak of war, Iraq's many western creditors have been trying to attach assets belonging to the Iraqi government outside the country. The assets of Rafidain are an obvious target.

The provisional liquidation order will enable the liquidators to take control of Rafidain's assets and protect them from claims until a petition for a winding up order is heard in the courts. Rafidain Bank will have the opportunity to fight the petition.

The High Court appointed Mr Alan Barrett and Mr Jonathan Phillips of Price Waterhouse as provisional liquidators.

Yesterday's order applies to the entire Rafidain Bank group, which has assets of about \$450m and ranks about 70th in the world.

Rafidain Bank has virtually ceased operating outside Iraq since the invasion of Kuwait last August. The bank's assets were immediately frozen by all big countries, and its credit lines from other banks were cut.

Reporting based on formal and informal briefings by the military authorities of all the countries involved in the war is subject to various controls. "Pool" reports from the military zone in Saudi Arabia and reports from Baghdad have to be submitted to censors.



Saudis praying in the desert as their nation is poised on the brink of a ground war against Iraqi forces

Iraqis 'preparing for launch of chemical munitions'

By David White in London and Victor Mallet in Riyadh

INCREASING signs of preparation for chemical munitions to be fired from Iraqi artillery and multi-barrelled rocket launchers, lined up behind the border to fend off an allied ground offensive, were reported yesterday by British defence officials.

Munitions had been dispersed in the forward area over the past few days so as to be made available to front-line units.

The officials added that they also believed Iraq had the capacity to deliver chemical agents on Scud missiles, including the longer-range versions Iraq has been firing at targets in Israel and Saudi

Arabia since the conflict began.

The allies had always expected that, when President Saddam Hussein felt his army was in imminent danger of being overrun, he would resort to his chemical arsenal, already used during the Iran-Iraq war, the officials said.

However, reports that Iraqi forces might already have fired cyanide gas aboard rocket-propelled grenades were treated with some caution.

There was also thought to be no evidence of biological weapons being distributed among Iraqi forces.

Iraq's air force appeared to have ceased participating in

the war, and there were no indications yet that it was preparing to play any role in the fighting.

However, despite signs that the morale of some Iraqi army units was crumbling (as shown by the surrender of troops to US helicopters on Wednesday), other engagements in the border region provided evidence of a "reasonably well co-ordinated defence," UK officials said.

This suggested a more cautious assessment of the state of Iraqi morale than that provided by General Norman Schwarzkopf, the US commander.

Allied officers in Saudi Arabia emphasised that they

were not underestimating the task which may lie ahead. "There are some [Iraqi] units out there that, if you don't go after them just right, are going to kick your butt," said one US officer.

Furthermore, allied officers said Iraqi commanding officers have been made to sign oaths accepting responsibility for deserters, and enlisted soldiers have had to swear not to desert, said Brigadier-General Richard Neal, deputy director of US central command in Riyadh.

The UK officials repeated earlier warnings that a full-scale land attack could be expected to produce heavy

casualties on both sides.

British military analysts said the ground offensive to liberate Kuwait was already effectively under way, albeit at a low level. The increasing series of border actions showed that allied forces were already "rolling down the track" of a land war, they said.

The attacks went beyond the harassment of Iraqi forces and reflected carefully co-ordinated operational objectives.

Allied officials said 30 road bridges had been rendered unusable, as well as several railway bridges and emergency

pontons.

A US officer in Saudi Arabia said President Saddam would

be able to withdraw most of his functioning equipment from Kuwait - but probably not his damaged vehicles or supply dumps - if he had to pull out in four days. This is the time limit reported as having been suggested by the Bush administration in the event of a ceasefire.

An American officer reported that 421 prisoners, including a battalion commander and his staff, had been captured during a US helicopter raid on a bunker complex on Wednesday. The Americans went back yesterday, found a bunker with some Iraqi documents and rounded up another 14 Iraqis.

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US energy plan faces conflict in Congress

By Peter Riddell, US Editor, in Washington

THE BUSH administration's new national energy strategy was yesterday given a guarded welcome by leading producers of oil and natural gas, but was criticised by environmentalists.

The plan aims to limit US dependence on imported oil by boosting domestic production of oil and alternative fuels, and by curbing demand through a wide range of conservation incentives which would stop short of higher taxes.

However, the strategy recognises that, at best, the US will continue to import as much foreign oil as it does now.

Mr Charles DiBona, president of the American Petroleum Institute, said the scheme was "a good start in a reasonable direction."

Even so, he thought the proposals might not halt the decline in US oil production. "We would be doing very, very well to hold production at anything like constant."

The Independent Petroleum Association, representing smaller producers, said the plan fell short of what was needed, since it did not stabilise the price of oil and gas, and did not eliminate tax incentives.

Smaller oil companies are particularly concerned about the 1986 tax changes which made investment in marginal and exploratory wells less attractive.

However, a wide range of environmental groups, including the Sierra Club, the World Wildlife Fund, the National Resources Defence Council, Greenpeace and the Woodstock Institute, all highly critical of the plan for a perceived failure to address the scale of the problem, and for being too much

Venezuelan workers seek 45% pay rise

VENEZUELA'S largest organised labour group, the Federation of Venezuelan Workers (CTV), has called on the government to order a 45 per cent wage increase for all workers and a new minimum wage equivalent to \$188 (£95) per month, writes Joe Mann in Caracas.

Mr Antonio Rios, president of the CTV, warned that his organisation would stage mass demonstrations and strikes in support of the wage demands. He also demanded that the government halt what he called "massive redundancies" of government employees.

Venezuelan businessmen have rejected the CTV demands outright, saying that any mandated national wage rise would be fully as costly as the government's attempt to open Brazil's long-protected market and enforce competition cannot succeed without a complete reform of the ports, which they claim have the highest charges in the world.

Mr Pratinde de Moraes points out: "Last year, the government removed non-tariff barriers and made significant reductions in tariffs, yet imports remained less than 5 per cent of GNP. The explanation lies in our port system."

Riddled with monopolies, labour cartels, corruption and bureaucracy and equipped with archaic machinery, the port system is a microcosm of the problems of modernising the Brazilian economy.

"We have too many ports, too many restrictions and too many people," says Mr Pratinde de Moraes, adding that, last year, 47,000 people moved 330m tonnes of cargo throughout the national system - compared to 2,000 people in Rotterdam who moved 29m tonnes.

The costs at Santos, Brazil's largest port, which handles

Struggling to break a costly stranglehold

Christina Lamb examines the politics of trying to reform Brazil's port system

UNTIL this week, the most momentous date in the history of Brazilian ports was 1808, when the Portuguese King João VI moved his court from Lisbon to Rio de Janeiro and decreed the ports, previously closed to foreign shipping, open to the world.

"Now we need another decision of this magnitude," says Mr Pratinde de Moraes, head of Brazil's Foreign Trade Association. His wish may be about to be granted. On Monday, President Fernando Collor signed legislation to deregulate Brazil's ports and end restrictive laws which have operated unchanged since 1934.

Exporters, importers and shippers believe the decision is long overdue. In meetings with the Economy Ministry, multinational firms have long insisted that the government's current attempts to open Brazil's long-protected market and enforce competition cannot succeed without a complete reform of the ports, which they claim have the highest charges in the world.

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The costs at Santos, Brazil's largest port, which handles

more than 40 per cent of cargo, are five times higher than those of Rotterdam.

According to users, the root of this trouble is in the labour monopolies. In Brazil, dockers - who are state employees - are not allowed to move cargo on or off ships. The loaders who do this have a labour cartel preventing shippers contracting anyone but those the union has picked.

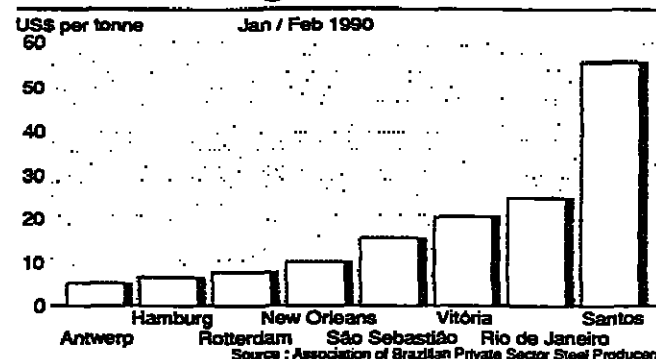
Mr Arthur Andersen, Brazilian representative for the UK Port of Tilbury, explains: "We have no control over labour whatsoever. Loaders are assigned to us every morning and we cannot even choose the gang foreman. Often he is chosen by a system of numbers, which means we can get one with no experience and so no authority."

Loaders are highly paid, the cartel system staving off any fear of unemployment, so there are frequent strikes.

Cartels exist for other sectors, such as security and bag repairmen, whose services must be paid for by all port users, even though most cargo now travels in containers, not bags.

Even those companies with private terminals must pay these costs, based on volume. Mr Osmar Rebelo de Oliveira, port superintendent for Aracruz and president of the asso-

Costs of loading steel sheets



ciation of private terminals, complains: "We're prisoners of a 50-year-old system."

Often those being paid are not those doing the work. Mr Pratinde de Moraes says he knows of cases where loaders are earning \$4,000 a month while paying \$100 to someone else to do the job.

The new legislation to privatise port services is a hot topic and emotions run high. "We are going to fight," says Sheriff, a union representative who prefers that *nom de port*.

He claims the system is democratic, adding: "Users don't have to worry about unemployment or sickness - we get paid for what we do."

Mr Marcos Nilo, who has

worked at Rio port for 20 of his 38 years and, like many others, lost a finger in ancient crane gear with no compensation, argues: "We've worked this way for 100 years and, if there's anything wrong in the ports, it's because of the government."

Mr João Baptista Quintas Filho, president of the Rio dockers' union, agrees: "It is idiotic to blame employees for inefficiency. The problem is outdated, broken equipment through lack of investment. We are not overpaid. All governments claim their port costs are the highest in the world when they want an excuse to privatise."

At a meeting of Brazilian ste-

vedores' unions in Rio on Wednesday night, it was clear that the government faces a bitter struggle. The 60,000 port workers have powerful backing in Congress from traditional politicians suspicious of opening Brazil.

But the government is intransigent. Unable to sell the ports because of constitutional restrictions, it intends to privatise their operation.

In a message to Congress this week, President Collor strongly criticised the port system: "We must end these practices which function in detriment to society."

To emphasise its resolve, on Wednesday night the government dismissed 5,300 dockers who have been striking for two weeks at Santos, paralysing the port.

The Santos strike - by way of irony - generated competition between the other ports, vying to win business which usually goes to the main port. Mr Celso Parisi, head of the state-owned Rio Port company, said: "Our cargo movement has doubled since the strike, but our costs hardly increased."

Chief supporters of the deregulation plans are steel, paper and pulp exporters. The Brazilian steel industry says its sector made losses of more than \$2bn last year, blaming high port charges for reducing competitiveness.

Such claims are unlikely to bring foreign investors flocking to Brazil's forthcoming steel mill privatisations.

Mr Pratinde de Moraes intends to lobby hard for the port legislation. "I once met Akio Morita from Sony Corp, and asked him the secret of Japan. He put efficiency of ports at the same level as quality of goods and technology. The port workers should realise that the present system is hindering trade and therefore growth and employment."

NEWS ANALYSIS

Statistics fail to justify optimism of Greenspan

Michael Prowse examines the Fed's assessment of the recession

THE US recession should bottom out "reasonably soon," Mr Alan Greenspan, the Federal Reserve chairman, told Congress in his testimony on Wednesday. Mr Michael Boskin, the White House chief economist, was similarly upbeat in last week's Economic Report of the President.

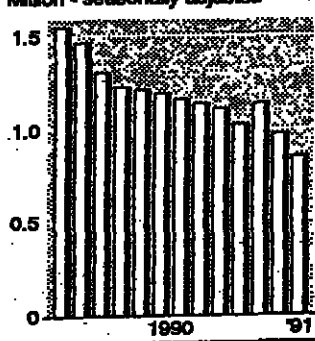
Given the importance of expectations in determining economic trends, policymakers are naturally attempting to shore up business and consumer confidence. Economic statistics, however, so far provide scant grounds for optimism.

The Commerce Department this week released some of the worst figures for housing starts since the 1981-82 recession. Starts fell by 13 per cent last month and are expected to fall below the level of January 1990. Building permits - the best guide to future construction activity - were also down sharply.

These poor figures are worrying because construction is typically one of the sectors

US housing starts

Million - seasonally adjusted



that leads the economy out of recession.

However, the plunge in housing construction was merely the latest in a series of depressing statistics. Recently, industrial production fell 0.4 per cent in January. This was not as big a drop as some analysts had feared, but figures for December were simultaneously revised sharply down. In the past four months, production has fallen by a total of nearly 4 per cent - a sizeable drop by any standards.

Suggestions that the severity of industrial recession eased in January were not supported by other indicators. The Purchasing Managers' Index - a widely watched gauge of industrial health - fell heavily to 37.7 per cent compared with 40.5 per cent in December. Much weaker than expected employment figures for Janu-

Devaluation by 55% in Guyana

THE Guyana dollar has been devalued by 55 per cent to a rate of 102 to the US dollar, according to Mr Carl Greenidge, finance minister of the English-speaking South American republic, Canute James reports from Kingston.

The devaluation brings the official rate in line with the parallel market. There was now been a 90 per cent depreciation in the currency in the past 2 1/2 years.

Announcing the devaluation while presenting the 1991 budget on Wednesday, Mr Greenidge said the exchange rate will be adjusted weekly. Fuel payments, foreign debt service, and export receipts from sugar and bauxite will be at the adjusted rates.

Chilean air crash

Twenty US tourists died when a Chilean flight taking them to an Antarctic cruise crashed in southern Chile last night, a radio report said. Reuter reports from Santiago. The US embassy said all passengers on a BAe-146, which crashed into the sea near Puerto Williams, were US citizens.

Antarctic aid

President Fernando Collor de Mello of Brazil pledged late on Wednesday Brazil's support for preserving Antarctica as an ecological sanctuary and scientific outpost. AP reports from Comandante Ferraz Station, Antarctica.

He was at the Brazilian scientific and naval station on King George Island, one of the South Shetlands.

Paraguay gesture

Paraguay will renew relations with Nicaragua, these having been suspended 10 years ago after Anastasio Somoza, former dictator of Nicaragua, was assassinated in the Paraguayan capital, officials said, AP reports from Asunción.

General Andrés Rodríguez's government will accept the credentials of a Nicaraguan ambassador on Monday.

Haitian cabinet

A 12-member Cabinet was sworn in late in Wednesday, with key posts filled by trusted advisers of Haiti's first freely-elected president, AP-DJ reports from Port-au-Prince.

President Jean-Bertrand Aristide and prime minister René Préval, who is also defence and interior minister, appointed Dr Marie Denise Jean-Louis, a 47-year-old anaesthetist, as foreign minister. Mr Smarck Michel, a businessman who raised funds for Father Aristide's election campaign, becomes commerce and industry minister. Mr Marie-Machelle Rey, a banker, has the finance portfolio.

The exclusion of political parties from the new government angered some party officials and raised the possibility of parliamentary discord.



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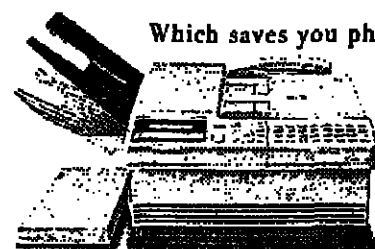
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Croatia raises the political stakes

By Laura Silber
in Belgrade

YUGOSLAVIA'S rebellious republic of Croatia yesterday raised the political stakes further by declaring itself sovereign from the federation, a day after Slovenia opted for separation.

Croatia's parliament invalidated all federal laws which "threaten Croatia's interests and sovereignty, territorial integrity or place the republic in an unequal position" to the other Yugoslav republics. The republic's own laws will now take precedence over federal legislation.

Croatia's move towards independence follows that of Slovenia's parliament, which adopted constitutional amendments aimed at creating the legal framework for secession from the Yugoslav federation.

The declarations by the two western republics signal the end of the present federal structures. They were held together by Tito until his death in 1980. Since then, they have been crumbling under the weight of nationalism, ethnic violence, and democratisation.

The decision by Slovenia's parliament allows four months before the tiny Alpine republic of 2m people begins what its government describes as "dissociation" from Yugoslavia.

The two western republics also aim to transform Yugoslavia into an organisation of independent states.

Croatia's steps away from the present federation are likely to be challenged by Mr Slobodan Milosevic, Serbia's president. He says Serbia will seek to unite the 2m Serbs who live outside Yugoslavia's biggest republic if the centralised federation of six republics is changed.

Croatia has strengthened its security forces to cope with the 600,000-strong Serbian minority, some of whom have formed armed militia groups.

Croatia's parliament also assumed the sole right to declare a state of emergency in the republic. There has also been tension between Croatia and the national army after the independence-minded republic refused to disband what central government termed "illegal paramilitary units".

Yugoslavia's political leaders today will meet in an attempt to break the deadlock over the country's future structure.

Rome under pressure to aid Alitalia

By John Wyles in Rome

PRESSURE mounted on the Italian government yesterday to provide financial help for the troubled national airline, Alitalia, after trade unions rejected the management's economy proposals.

Mr Paolo Cirino Pomicino, Italy's budget minister, has so far insisted that the crisis in public finances makes it impossible to find money for Alitalia, which is heading for 1,500bn (£230m) losses this year because of the slump in airline travel since the Gulf war started.

He says the airline's parent company, Iri, should find the necessary resources.

Alitalia says it needs to cut 2,500 jobs but is hampered by the lack of mechanisms for redundancy in the Italian public sector.

The package rejected by the unions yesterday included salary cuts through a 12.5 per cent reduction in working hours, bringing forward holiday entitlements and abolishing special rates for working during weekends and holiday periods, a year's postponement of negotiations on a new pay deal and an early retirement scheme.

With the French government supplying some £200m to sustain Air France through current difficulties, it is somehow unlikely that Italian ministers will court industrial action in defence of their budget deficit targets.

Bonn seeks to slow pace of monetary union

By David Marsh in Bonn

GERMANY will resist French ideas for moving quickly towards significant changes in European currency co-operation, in a document likely to be published soon in Bonn for the European monetary union (Emu) talks.

Bonn's proposals for a draft treaty on Emu, which are eagerly awaited by other European governments, are a matter of great diplomatic sensitivity.

The German government wants to find a formula avoiding a pledge to make important changes when the second stage of the move towards Emu comes into force on January 1 1994. But Bonn also wants to reassure France that there has been no diminution in its long-term commitment to setting up a single European currency run by a single European central bank.

France has been irritated by recent suggestions that Bonn is favouring the views of the British government, which wants to slow down fulfilment of stage two as part of a bid to brake the general Emu process.

Bonn officials were yesterday unsure when Bonn's draft treaty documents will be published, partly because of how to deal with countries such as France.

The matter is in the hands of Mr Horst Köhler, state secretary at the Finance Ministry. One official said the document would not be published before the next round of meetings next Monday and Tuesday in Brussels of the EC's Inter-Governmental Conference on Emu.

Priorities clearly differ between the Bonn Foreign Ministry, which wants to maintain strong momentum to

Emu, and the Finance Ministry. Backed strongly by the Bundesbank Mr Theo Waigel, the finance minister, believes the best solution would be to make stage two little more than an extension of the present stage one - Europe's system of fixed but adjustable exchange rates, which is in practice dominated by the Bundesbank.

The French government wants to set up an embryonic European central bank as part of stage two. France agrees with Germany that national central banks should not transfer to the new institution any sovereignty over monetary policy before the start of stage three, the move to a single currency.

Paris, however, wants the new European institution to have power to manage currency reserves and to intervene on the exchange markets - a proposal rejected by Bonn.

The Bundesbank and the Finance Ministry both believe that the French desire for a new institution should be met simply by upgrading the present committee of EC central bank governors. It is unlikely that this suggestion would go far enough to satisfy France.

Bonn also wants European countries to take firm action during stage two to make their national central banks independent. The Bonn government and the Bundesbank see this as a natural pre-condition for moving to stage three, which envisages a European central bank fully independent of member governments.

Mr Waigel announced yesterday that German petrol and oil taxes would be raised as expected on July 1.

Differences narrow over role for WEU

By Ian Davidson in Paris

EUROPEAN foreign and defence ministers, meeting in Paris today, are expected to agree in principle that the nine-nation Western European Union should play a larger role in the future defence of western Europe.

But they may still fail to reach complete agreement on the nature of the enhanced role for the WEU, as a result of continuing differences between Britain and France over the organisation's relationship with the European Community on the one hand, and with Nato on the other.

If the ministers should reach agreement on a common text, they would then feed it into the European Community's inter-governmental conference on political union.

The French take the view, as reflected in recent joint Franco-German proposals, that the WEU should become the defence arm of the EC, and should in time be effectively absorbed by the Community.

The British government, with strong support from the Netherlands, argues that a strengthened WEU should occupy a more balanced position between the Community and Nato. They oppose in particular French suggestions that the EC summit of heads of government should be empowered to hand down instructions for the WEU to carry out.

This disagreement is now less acute than in the past, however, since both sides have moved towards more moderate positions.

Despite its generally Euro-centric approach, the Franco-German paper also maintains that a stronger WEU should be a channel of co-operation

between the Community and Nato, and argues that the reinforcement of the WEU would also reinforce the Atlantic alliance. The UK is not now wedded to an Atlanticist view of defence, and is ready to recognise the need for a more self-reliant European pillar within the alliance.

The two other outstanding points of difference facing today's ministerial meeting are the question of the membership of the WEU, and the location of its institutions.

In line with their Community-centred approach, France and Germany emphasise the case for giving observer status to Denmark, Greece and Ireland, which are members of the Community but not of WEU. Eventually they advocate the principle of including all 12 members of the Community in WEU.

Britain maintains that the membership issue should be more equally balanced between potential members in the EC and potential members in Nato. In particular, it opposes active discrimination against allies on Nato's flank, such as Norway and Turkey.

In practice Norway and Turkey, as well as Denmark and Greece, have all attended WEU meetings as observers during the Gulf crisis.

In line with its pro-Nato stance, the British government has often argued that the WEU's council and secretariat should move from London to Brussels to strengthen the organisation's links with Nato.

After long resisting any such move, the French government now appears ready to support it, as a way of strengthening WEU's links with the EC.



A supporter of Boris Yeltsin in front of the Russian federation parliament yesterday. The banner reads "the President and the Supreme Soviet of the Soviet Union should resign."

Yeltsin faces his toughest challenge

By John Lloyd in Moscow

Mr Boris Yeltsin, President of the Russian Federation, now faces the biggest trial of an already trying life.

The depth and the venom of the attack unleashed upon him since his call on Monday night for the resignation of Mr Mikhail Gorbachev, the Soviet President, has signalled a concerted push by hard liners in and around the Communist Party and the military to destroy him politically, and with him his associates in positions of authority in Russia, who are a terrible nuisance to the newly-vigorous conservative forces in the country.

Mr Hurd told the Great Britain-USSR Association that the Soviet Union and the world in general had benefitted enormously during the six years of Mr Mikhail Gorbachev's leadership. Most of the gains were irreversible but some advances could be stopped, he warned, noting "some signs of regression" in the last six months.

After listing recent threats against republican and city leaders, media restrictions and the clamp down in the Baltic states Mr Hurd said the proper response to such turbulence was not "to turn our backs" but "keep all channels open and redouble support for those working for a more enlightened Soviet Union more closely integrated with the rest of the world."

The anti-reformers he added "can check democratisation, force the country to take a step or two backwards but they will not succeed in shaping its future."

And if they do, can they replace Mr Yeltsin with a hard liner who can effectively roll back what he has sought to do?

The constitutional issue is clear only up to a point. According to Mr Ambartsumov, the group of senior members of the Russian parliament presidium who have called for the extraordinary session have mustered enough votes - one fifth of the 1,048 deputies - for the session to take place. How-

ever, it is not clear when it should take place.

The anti-Yeltsin forces are pressing for the special session to be held before the March 17 referendum. But according to Mr Ambartsumov, it is not clear if they have the constitutional right to decide the time.

The Russian parliament

beaten man before the Russians vote. For the same reason, Mr Yeltsin's supporters are fighting to have the special session in the second half of March, after the referendum.

Whatever the date chosen, who will win? Both Mr Ambartsumov and Mr Popov believe Mr Yeltsin will carry it - though it will, they say, be narrow.

They say that, first, the hardliners have no candidate of stature to put against him. Second, even those deputies who have large doubts about Mr Yeltsin, and concede that his attack on Mr Gorbachev was politically unwise, will recognise his popularity with the people. Third, the furious campaign whipped up by the Communists against Mr Yeltsin may backfire, with deputies reacting adversely to the pressure.

Against this must be set the fact that the trend in the Russian parliament has been running against Mr Yeltsin, as deputies switch to the hardline side (there is presently no centre), and those who oppose him - Mr Gorbachev, the Presidential circle, the Soviet government, the army, KGB and apparat - are powerful.

Mr Yeltsin has survived much: an impoverished childhood, a climb up the greasy pole of Communist officialdom to the Politburo itself, sacking from the Politburo in circumstances so vicious they caused physical collapse; even, he claims, attacks on his life. The pressure on him now surpasses his largest challenges: the stakes are huge, for Mr Yeltsin and for his opponents: and thus for the Soviet Union.

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Athens to streamline system of filling jobs

THE GREEK government is proposing to streamline the country's civil service and abolish the traditional *rotas* system of filling public sector jobs with political appointees, writes Keria Hope in Athens.

A bill presented to parliament by Mr Mitsotakis, minister to the prime minister's office, is in line with conditions set by Greece's European Community partners for granting an Ecu2.2bn (\$2.97bn) special loan.

The European Commission has demanded a 10 per cent cut in public sector staffing by 1993, which means the loss of some 6,000 jobs.

Mr Mitsotakis said this would be achieved "through a hiring freeze and natural attrition, while the new law will make sure there isn't any backsliding in the future." He said that since coming to power last April the Conservative government had fired 21,000 of 35,000 temporary civil servants appointed in 1989 by the former Socialist administration.

The bill requires candidates for the civil service to sit competitive exams to be adjudicated by a committee of professors chosen by lot. Promotion will be based on merit rather than length of service. Also included in the bill is a Drishia 516m (\$31.68m) computerisation plan for government ministries; other provisions aim at speeding up decision-making. For example, only three signatures will be required on official documents as opposed to about a dozen at present.

French deficit increases

France's current account deteriorated sharply in December, with the deficit growing to FF6.9bn (\$1.39bn) from FF4.4bn in November, according to provisional figures published yesterday, writes Ian Davidson in Paris.

Most of the increased deficit was accounted for by a deterioration on the visible trade balance, where the shortfall rose from FF4.3bn to FF6.8bn. The December figure brought the total current account deficit for the year to FF4.2bn, compared with FF2.7bn in 1989. Much of the deterioration was accounted for by the visible trade account, where the deficit increased from FF5.5bn to FF7.4bn.

Dublin postpones postal closures

The Irish government has been forced to postpone plans to close more than 500 post offices following fierce opposition to the move, particularly in rural areas, writes Kieran Cooke in Dublin. An Post, the state-run postal service, says it is reconsidering the closure plan but insists that 1,500 jobs must go in order to stem losses.

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Poles held over forged dollars

Polish police have arrested two people accused of forging almost perfect \$100 notes. Reuters reports from Warsaw, quoting the PAP news agency. Experts could only tell them from real ones after they had been magnified eight times, said a spokesman. Even experienced private money changers were accepting the notes.

Danish accounting laws tightened

Denmark's accounting laws are to be tightened as a direct result of a scandal concerning the Northern Feather Group, the listed bedding and textiles group, writes Hilary Barnett in Copenhagen. The group was put in the hands of the receivers with debts of more than DKK3bn (£272m) following the suicide of its chairman in November. The Northern Feather crash was the biggest financial scandal to hit Denmark for several decades.

Belgium comes a cropper over its border fences

By David Gardner in Brussels

THIS YEAR'S visa-issuing performance of Brussels, the softest capital of Europe, has probably not advanced much the cause of unfettered movement of people around the brave new Community that beckons from just over the 1992 horizon. Nor has it embellished Belgium's reputation abroad.

First came the embarrassing presence of Walid Khaled, the spokesman for the renegade Palestinian faction led by the terrorist Abu Nidal. He was identified by a passing Flemish honorary consul for a small Far Eastern nation while browsing in Brussels' Grande Place and was found to possess a tourist visa.

His tourism was linked to the deal last month whereby a Belgian family held hostage in the Middle East was repatriated from Libya in exchange for the release of a convicted Abu

Nidal operative held in Belgium.

The affair, known locally as "Silkagate" after the name of the yacht from which the family was seized in 1985, was concluded amid press allegations of ransoms, scholarship funds, and unaccountable "scholarships" - confirmed in parliament by the government - for Palestinian students.

Mr Mark Eyskens, the foreign minister, survived an attempt by parliament to force his resignation. Three smaller heads in his ministry rolled instead. The Justice and Interior ministries - seemingly responding to Belgium's complex coalition politics more than collective responsibility - were content to apportion blame to the Foreign Ministry.

The Brussels diplomatic corps, Gulf coalition representatives of which were already irritated by Belgium's refusal to supply Britain with

ammunition for the war against Iraq, held their collective nose.

But now the "Atlanticist" Foreign Ministry has been able to turn the tables, and point the finger at the Justice and Interior ministries, for what the Belgian newspaper *Le Soir* described yesterday as a "Khaled affair in reverse".

At the weekend, the Zairean opposition leader, Mr Etienne Tshisekedi, was prevented from boarding a flight to Lisbon from Brussels, on the grounds that the Justice Ministry had issued an order banning his entry into Belgium for 10 years from April 1 1988. A fracas ensued between Mr Tshisekedi's supporters and the airport gendarmes.

The Zairean politician, who had held talks with Belgian government officials before returning to test President Mobutu's recently stated

commitment to democracy, was outraged. He accused the justice minister responsible for issuing the order of being in the pay of Mr Mobutu.

He was referring to Mr Jean Gol, who now heads parliament's foreign affairs committee and has promptly been dubbed "Opa Gol" in political circles here. This is as much as anything for trumping the incident by publishing an article calling for the "normalisation" of Belgium's strained relations with Zaire, comparing the bonds with the former Belgian colony to that of "two old lovers... who can't quite separate".

Mr Gol has started legal proceedings against Mr Tshisekedi for defamation. The increasing frequency of this sort of incident has caused much national hand-wringing about the apparently haphazard nature of Belgian security policy and diplomacy, which are already under scrutiny because of Belgium's lack of clarity on the Gulf war.

It is, in addition, pointed out by diplomats in Brussels that Belgium is not providing ideal publicity for the abolition of intra-EC checks on people crossing frontiers which it has espoused along with its colleagues in the so-called Schengen group of Community members (the other Benelux countries, France and Germany).

The UK in particular is concerned that any such move will lessen its ability to control everything from incoming terrorists and drug traffickers to rabid dogs. Reliance by its neighbours on alert Flemish honorary consuls and controls on entry at the time of exit are unlikely to disuade it from this view.

banks and biggest private enterprises, like the Tomas Bata shoe combine, were nationalised before the communist regime took over in 1948 and are not affected by the new law.

Czechoslovakia yesterday became the 26th member of the Council of Europe at a ceremony at the council extraordinary meeting in Madrid.

The country's main private

property which was legally nationalised before and after 1948.

Only 10 per cent of formerly private property will be returned under the new law, as real estate or in the form of bonds.

The future of legally nationalised properties and former church land will be decided later by a so-called "big privatisation" law.

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Foreign minister Mark Eyskens survived resignation call

Sara Lee buys into Hungarian food company

By Nicholas Denton in Budapest

SARA LEE Corporation, the Illinois-based food-processing company, said yesterday it was taking a 40 per cent stake in Hungary's state-owned Compac Trading and Packing Company (THOP) to increase its share to 51 per cent and beyond.

The announcement came as Hungary's privatisation authorities revealed a battery of initiatives to reduce the extent of state control from 85 to 50 per cent of the competitive sector of industry within three years.

Sara Lee's equity investment in Compac, Hungary's third largest food company which has assets of over £900m (\$14.5bn) in 1990, is one of the largest since joint ventures began to proliferate in 1989. Company officials would not reveal the size of the transaction but it is understood to involve a cash payment of about \$50m.

Mr Jan Koning, chief financial officer of the European arm of Sara Lee, said that the purchase's strategic objective was expansion into eastern Europe, particularly into Poland and Czechoslovakia.

Hungary is so centrally placed that we can use facilities here for export or whatever.

Compac Douwe Egberts, the new joint venture, will add Sara Lee shoe-care, baby-care and body-care lines to Compac's existing coffee-roasting, grocery and household products. Hungarian demand for

such consumer goods is demonstrated by the high premium paid for western imports, which have increased strongly despite economic recession.

Also yesterday, Hungary's privatisation authority said that investors would soon be allowed to initiate "tenders" on state companies. Mr Karoly Szabo, deputy director of the State Property Agency, released a brochure inviting bids for state companies not included in other privatisation programmes.

The SPA promises to respond quickly to any approach, to find counterbidders and then to choose the winner. Mr Szabo said that the privatisation of about 30 companies by this "investor-initiated" method was already under preparation.

The rules of the brochure only clearly exclude monopolies, utilities and financial institutions as raiders targets.

But the SPA this week started the long process of privatising Hungary's profitable yet debt-ridden banks by setting up a committee to come up with proposals for the government.

Mr Szabo also revealed that the SPA hoped to privatise at least half of its £700m portfolio of shares in state companies which have already been transformed into share companies.

This would provide an opportunity for foreign investment funds, which have committed well over \$300m to Hungary but which have had trouble finding companies to buy.

Farm trade success still hinges on CAP reform

William Dullforce explains that most of the outstanding issues still remain, despite the Gatt formula

HOPES of freeing world farm trade from the distorting effects of over \$200bn in annual subsidies have revived after the principal countries concerned agreed on Wednesday to a formula for continuing negotiations.

Yet, most of the outstanding issues, which have thwarted negotiators over the past four years, have still to be resolved and success depends largely on the pace and efficacy of the European Community's internal reform of its common agricultural policy.

Trade diplomats yesterday expected progress to be slow with the next test of governments' willingness to strike a deal unlikely to occur before the autumn.

Apart from the fact that it rescued the whole Uruguay Round, the merit of the formula proposed by Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade (GATT), is that it dis-

entangles the farm talks from the shambles into which they had collapsed at the meeting of world trade ministers in Brussels in December.

Negotiators now know their objective. Their governments have undertaken to reaching "specific binding commitments" to reduce farm supports in each of three areas: internal assistance, border protection and export subsidies.

This division of the goal, seen as indispensable by the US and the 14 farm-exporting nations in the Cairns Group, had been blurred by some powerful EC member states, notably France, who wanted reductions linked to a yardstick that would allow them to cut deep in some areas.

On the other hand, the Dunkel formula omits any reference to the prior conditions for resuming the talks which Mrs Carla Hills, US Trade Representative, had been pressing the EC to accept.

The Community has not formally abandoned its "rebalancing" concept, under which it might raise tariffs on some imports while it reduces barriers to others. But nor is it saying that "rebalancing" is indispensable.

For the US and Cairns Group the Dunkel formula means that they have at last tied the EC down to the undertaking which they claim Germany, Britain, France and Italy gave at the Houston summit meeting of the leaders of the G7 industrial countries last July - to negotiate specific commitments.



The agreement on Wednesday should enable negotiators to "set up the machinery (for farm reform) into which we can inject the figures later," one top diplomat said.

Wednesday's agreement should enable negotiators to "set up the machinery (for farm reform) into which we can inject the figures later," one senior diplomat said.

Formally, governments have to fall back on the offers they submitted last year. The US and the Cairns Group had asked for reductions of 90 per cent in export subsidies and 75 per cent in internal supports and import barriers over 10 years, while the EC was offering little more than a 30 per cent cut in domestic assis-

tance. The proposal of 30 per cent reductions in all three areas over five years tentatively put on the table at the ministerial meeting in Brussels lapses.

Still, the compromise is an uneasy one. The US and Cairns Group may be overestimating the speed with which the EC will change its common agricultural policy in response to the steep escalation in its cost.

European officials stick publicly to the view that CAP reform is a purely internal matter unrelated to the Gatt talks on multilateral trade.

At the multilateral level some hardcore issues can only be tackled when the thrust of the CAP reform becomes clear.

Internal supports are regarded as the easiest of the three areas. Some form of common yardstick will have to be used to measure reduction in the multiplicity of farm aids.

Mr Dunkel suggested that technical work could start immediately on defining supports, such as direct, non-trade distorting payments, which could be excluded from the commitment to reduce. But the switch to direct payments for EC farmers proposed by Mr Ray MacSharry, Farm Commissioner, has yet to be agreed.

In border protection a major US and Cairns Group aim is to have no other barriers to imports than tariffs applied in accordance with Gatt rules. This could undermine the double pricing system of the CAP which is why EC negotiators have insisted on introducing a "corrective factor" that in practice would allow the Community to retain its variable levy on imports.

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Debate on agriculture remains in limbo

By David Gardner in Brussels

THE European Commission's radical plans to reform the Common Agricultural Policy (CAP) remain in limbo, despite the EC's commitment to reach binding agreements on international farm trade rules within the Gatt.

The hostility of member states in the European Council (of farm ministers) now makes it almost certain that substantive debate on CAP reform will not resume until the summer, with the interim taken up by Commission efforts to bring the soaring farm subsidy bill under control.

Mr Ray MacSharry, EC Agriculture Commissioner and author of the reform plan, confirmed last week that it would be mid-year before the Commission came up with formal proposals.

A detailed blueprint of his plan, leaked in January and calling for swinging price support cuts offset by compensation weighted towards small farmers, is what has excited the hostility of farm ministers and the big farm lobbies.

After his battering at the last farm Council earlier this month, Mr MacSharry had clearly decided to settle in for the long haul. He pointed out that he still had two years in office.

As his immediate priority, Mr MacSharry has to get a farm price package for the 1991 marketing year through Council by the end of next month, though it is by no means clear the EC can meet this timetable.

The Commission, in an internal memorandum leaked earlier this month, foresees an Ecu7.9bn (£5.57bn) rise in farm spending this year, to a total of Ecu33bn.

This means that sharp cuts in price support and EC intervention, as well as a supplementary budget, will have to be introduced to keep the CAP within the binding limit, or "guideline" on farm spending set in 1988.

But it is far from clear how quickly - or indeed, whether - the EC can commit itself simultaneously to cut domestic farm support, increase market access for outside farm produce, and reduce export subsidies, to near the levels sought by its Gatt partners.

At the failed Uruguay Round summit here in December, the EC proposed a 30 per cent cut in internal subsidies, over 10 years starting from 1986. This compared with demands by the US and Cairns Group of agricultural exporters for a 75 per cent cut over the next 10 years. In addition, the US and Cairns wanted a 90 per cent cut in export subsidies.

Just before the talks collapsed, the EC improved its offer informally, to allow imports up to "at least 3 per cent" of EC consumption, to negotiate limits on export subsidies, and to lift protection on oilseeds and soya beans.

This informal offer remains the EC's formal position. Commission officials strain to make clear.

The farm Council this month mandated the Commission to be flexible on the EC's original offer, they add.

However, this year's inevitable price cuts will not be deep enough to inhibit farmers from producing more to make up the income loss - since without CAP reform there will be no compensation for cuts.

The surpluses which end up in costly stockpiles are thus likely to continue.

The cuts envisaged in the full-blooded MacSharry plan would, all but eliminate the need for export subsidies. But as yet there is no sign of an EC consensus behind that kind of radicalism.

Oslo salmon dispute to be heard by commission

By Karen Fossil in Oslo

NORWAY'S salmon exporters have been hit by two countervailing duties on imports by the US in a trade dispute over salmon which is to be heard by the International Trade Commission (ITC) in Washington next week.

The US has charged Norway with subsidising its salmon farming industry in violation of Gatt rules and selling its salmon in the US market at prices below the cost of domestic production.

One tariff is for 2.27 per cent of the total price per kilo of salmon for alleged subsidies while the other is set at 23.8 per cent and has been levied because of US claims that Nor-

way is selling salmon in the US at dumping prices.

Trade relations between Norway and the United States have been deteriorating over a number of years but the dispute over salmon has deepened Norwegian animosity towards the Americans who they feel have overstated their claims against its fish-farmers.

Mrs Gro Harlem Brundtland, Norway's prime minister, warned that the salmon case was to be taken up with US officials at a high political level and that Norway might decide to take the dispute before a Gatt panel.

She said yesterday that if the tariffs were upheld it could undermine the economics of exporting salmon to the US and therefore pose a threat to employment and the maintenance of population in the remote region of northern Norway where the main bulk of the country's salmon is farmed.

An official in the Norwegian ministry of foreign affairs said that a final decision by the ITC is due by April 1.

He said the ITC would be seeking to establish whether the US domestic fish-farming industry has been damaged by the import of Gatt rules, and if there could possibly be future damage.

The US imports about 13,000 tonnes of Norwegian farmed salmon annually, worth about \$700m (£233m).

Last year the US levied a duty of 2.96 per cent on Norwegian salmon imports as it prepared its case for the ITC. Separately, Brussels had earlier launched an inquiry into claims that Norway has been dumping salmon on the EC market.

Mrs Brundtland said it was easy for small countries, which are outside big trading blocks, to be damaged by the importation of Gatt rules. "It is therefore important that the Uruguay Round can be resolved as soon as possible."

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GE wins \$500m order for jet engines from Seoul

By Paul Betts, Aerospace Correspondent

GENERAL Electric of the US has won a \$500m order to supply engines to power 23 Boeing aircraft ordered by Asiana, the South Korean airline.

This is the biggest order for commercial jet engines to have been placed by an international airline so far this year.

It reflects the more buoyant state of the airline industry in the Asia-Pacific region compared with US and European carriers which are currently under heavy financial strain because of the Gulf war and the recession.

Although airlines in the Asia-Pacific region have also been hit by the decline in international passenger traffic to

Europe and the US markets, demand has remained relatively strong in the area.

Asiana, which was established as Korea's second carrier in 1988, operates international services from Seoul to Bangkok, Hong Kong, Singapore, Taipei and Japan.

GE said yesterday that the Korean carrier had selected its CF6-80C2 engine to power seven firm Boeing 747-400 jumbo aircraft, as well as eight firm Boeing 767-300 aircraft.

The airline also ordered CFM56-3 engines to power eight firm Boeing 737-400 aircraft.

The CFM engines are jointly manufactured by GE and Snecma of France.

S Korea trade with Soviet Union grows

By John Ridding in Seoul

SOUTH KOREA's trade with the Soviet Union has continued to grow rapidly last year, expanding by 27 per cent to a combined total of \$4.74bn according to the Ministry of Trade and Industry (MTI).

The ministry said further strong growth was expected this year, fuelled partly by the extension of loans by the South Korean government to the Soviet Union and by the opening of a trade office in Peking earlier this year.

In 1990, as in previous years, most of South Korea's trade with the Soviet Union was accounted for by China. Bilateral trade rose by 22 per cent to \$3.85bn, with South Korea recording a deficit of \$688m.

South Korea's principal exports to China were synthetic fabrics, leather, paper and raw materials. Its main imports were bituminous coal, crude oil, petroleum products and cement.

Trade with the Soviet Union increased by almost 50 per cent to \$889m. Korean exports, which included electronics, consumer goods, textiles and steel products, rose from \$208m in 1989 to \$519m. Imports, which included pig iron, coal, aluminium and frozen fish fell slightly to \$37m.

In January, the South Korean government announced a \$3bn, three-year loan package to the Soviet Union, much of which is tied to purchases of Korean consumer items and capital goods. The first part of the loan, which is estimated at about \$1.5bn, will be extended this year.

South Korea's trade with eastern European countries also increased sharply last year. According to the MTI, bilateral trade with Czechoslovakia, Romania, Bulgaria, Albania, Yugoslavia, Poland, Hungary and East Germany (before reunification) almost doubled to a combined \$754m.

Products shipped to eastern Europe were mostly colour televisions, video recorders, cars and textiles. Imports largely comprised metals, chemicals, and agricultural and fisheries products.

A strong growth in capitalist Taiwan's trade with commu-

nist China last year is expected to continue in 1991 as the island's businessmen regain confidence in the political and economic stability of the mainland, economists said, Reuter reports from Taipei.

Official figures released yesterday show two-way trade between Taiwan and China conducted through Hong Kong rose about 18 per cent to a record \$4.04bn in 1990 from \$3.48bn, the previous record, in 1989.

Taipei, which is still technically at war with Peking, bans direct trade between the two sides. Economists estimate over 90 pct of bilateral trade goes through Hong Kong.

Trade growth slowed considerably in the months after the June 1989 military crackdown on pro-democracy demonstrators in Peking, but economists said Taiwanese businessmen were regaining their enthusiasm for China as time passed and Peking improved its international image.

"Local businessmen's confidence in China is probably higher now than at any time since the crackdown," said Li Hua-hsia, an analyst at the Chung Hwa Institution for Economic Research.

Economists said trade had also risen because China's economic growth picked up last year and Peking began relaxing a policy of sharply limiting imports towards the end of 1990.

"We believe the relaxation will continue, and this will help Taiwan businessmen a lot in exporting their products to China," said Kao Chang, another economist at Chung Hwa. "I believe trade could reach \$5bn this year," he added.

Economic links between the two sides began expanding rapidly in 1987, when Taipei relaxed restrictions on travel to the mainland. Trade was worth \$1.5bn that year. The trade balance is heavily in favour of Taiwan, which ran a \$2.5bn bilateral surplus last year. The island imports mostly agricultural goods and marine products, while it exports to the mainland electronics, machinery and petrochemical products.

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INTERNATIONAL NEWS

Five Indian ministers confirm resignations

By David Housego in New Delhi

MR V.C. Shukla, the Indian foreign minister, and four other ministers formally resigned yesterday after being disqualified as members of parliament by the speaker.

The resignations were handed to President R. Venkataratnam only a few hours before he addressed parliament at the opening of the budget session.

Earlier it was announced that the budget - due to be presented next week - is to be postponed. Parliament is being asked to approve instead a vote on account, which allows the government to continue with normal expenditure but not to raise fresh taxes.

The prime minister, Mr. Chandra Shekhar, has still to announce a replacement for Mr. Shukla and to carry through the necessary cabinet reshuffle.

The absence of a foreign minister comes at a key moment in the Gulf crisis when India is also a member of the UN Security Council.

Mr. Shukla and his colleagues were disqualified by the speaker under the anti-defection laws after they switched party last year to back Mr. Chandra Shekhar in toppling the former prime minister, Mr. V.P. Singh.

Against the wishes of Mr. Chandra Shekhar, the Congress party insisted that they should resign their posts in respect for the constitution. Both of the main opposition groups - the Hindu B.J.P. Party and the Janata Dal-Left Alliance - boycotted the president's address.

The BJP was protesting at the postponement of the budget. Mr. L.K. Advani, the BJP leader, blamed Mr. Rajiv Gandhi's Congress party for forcing the postponement on the government. He said: "The government would have rendered a service to the country if it had refused to buckle under this pressure."

Mr. V.P. Singh's Janata Dal stayed away in protest at the dismissal of the Tamil Nadu government.

Indian auto industry shows the strains of recession

The barometer of the country's industrial health is predicting unsettled times, Gita Piramal writes

FOR THE first time in its 45-year history, Bajaj Auto, the world's second largest scooter company and a barometer of Indian industry, has laid off workers - almost 4,500 of them.

"We still have 15,800 workers on our payroll, but yes, we have cut back production by 30 per cent," said Mr. Rahul Bajaj, its chairman and managing director.

Normally, when elections are around the corner, four-wheel drive sales surge because they are used for campaigning in rural India.

Curiously though, at a time when Mr. Chandra Shekhar's government is in imminent danger of collapse, sales of four-wheel drives are actually dropping.

Since last August monthly sales have been consistently lower compared to last year's figures. As stocks piled up, Mahindra and Mahindra, India's biggest four-wheel drive manufacturer, reacted by shutting down a part of its plant for a week. For India's biggest commercial vehicle manufacturer, Telco, a Tata group company, December and January are generally the busiest months.

This year, demand is down by as much as 10 per cent. Telco is scaling down its production as bookings slow to a trickle.

According to a company spokesman, Telco's truck production nose-dived to the lowest level in five years. Only 30 trucks are rolling off its Jamshedpur assembly line against the daily target of 100.

At Maruti, the government-run passenger car maker, sales of its heavily publicised new Maruti 1000 model have fallen far below anticipated targets. The company hoped to sell 1,200 units every month but, according to dealers, barely 500 cars have been sold since the model was introduced last November.

Clearly, all sectors of the Indian automobile industry are in a parlous state.

To blame the bad times on the Gulf war would be rather short of the mark. Certainly, there is a psychological factor

which, when combined with petrol and diesel shortages, has resulted in deferred sales. Ashok Leyland, for example, has been particularly badly hit in its truck sales by this combination. December sales are down from last year's high of 3,976 vehicles to 2,082 units.

The reasons for the downturn are more fundamental. "Though we did not anticipate the Gulf war, we were expecting that 1991-92 would not be a good year for a variety of factors," says Mr. Bajaj.

A consumer boom had boosted demand to phenomenal levels all through the 1980s, encouraging Bajaj auto to double production, but demand will start flattening out, he believes.

Inflation is probably another critical factor keeping customers away from showrooms across the country.

Running at more than 11 per cent, more and more people are postponing purchases, turning to the second-hand market or simply doing without. More-

over, high interest rates and the credit squeeze are slowly choking off easy bank finance for consumer goods. And as the Indian government puts together a package which will satisfy the International Monetary Fund (IMF), there is going to be less liquidity in the market, leading to even lower automobile sales. Worse, recent changes in depreciation allowances have adversely affected corporate purchases.

Inevitably there has been a negative spillover into the ancillary industries. "If there is a 10 per cent setback at Ashok Leyland, we get hit by 40 per cent," says Mr. Niraj Bajaj, executive director of Minkand, possibly the largest steel supplier to the auto industry.

If there are constraints on the demand side, equally there are problems on the supply side. The biggest of these revolves around India's acute balance-of-payments crisis. Several new companies, such as Maruti, Hero Honda (motorcycles) and LML (scooters) depend heavily on imported

components, especially from Japan. With curbs on imports becoming stiffer and the rupee depreciating steadily, industry experts feel that by June or July 1, many companies will be suffering badly.

Despite the prevailing gloom, several car dealers express a guarded optimism. Most feel that it is a question of deferred sales and there is nothing basically wrong, especially if this year's monsoon is good. "In India, there are 12 scooters for every 1,000 people compared to 500 for every 1,000 Taiwanese. Simply put, people need wheels," says Mr. Kanjan Singh, one of Bombay's biggest dealers.

In the near future, it is unlikely that the investment tanks are going to run dry. "Our executives tell us that we must slow down future investment, but we feel that we have to show our commitment to India, and we propose to step it up," says Mr. Srichand P. Hinduja, head of the UK-based Hinduja group which acquired

a controlling interest in Ashok Leyland in November 1987. Besides, not every automobile company is having a bumpy ride. One company which most people had written off as a dead duck has suddenly twitched into life.

Premier Automobiles (PAL), India's third largest saloon car company, recently increased its market share and notched up higher sales.

"Our market share has moved up from 22.7 per cent to 24.3 per cent while that of Hindustan Motors has dropped from 14.92 per cent to 13.3 per cent, and Maruti from 62.37 per cent to 62.34 per cent," says Mr. Vinod Doshi, PAL's chairman. His company shrewdly marketed a new economy model which is proving highly successful.

The company hopes to sell an extra 5,000-8,000 more than last year's 42,000 cars. Going by PAL's experience, this may be a time for the industry to overhaul its efficiency and marketing methods to try and recover lost ground.

hard currencies. Economists expect this trend to continue. Officials say the devaluation of the official rate will not affect the price of government food imports, which will continue to be financed from the budget. Egyptian consumers have come to depend on subsidised bread and other staples.

In recent weeks Egypt has come close to meeting IMF requirements for the signing of a letter of intent expected to lead to extensive debt relief. Other reforms have included freeing interest rates, raising state-controlled prices and opening new areas for investment. The government also plans to impose a sales tax.

Negotiations ahead of agreement, which is expected in the next few weeks, are expected to cover reduction of the budget deficit.

Egypt's foreign debt stands at \$36bn, over and above the \$14bn that has been written off since the start of the Gulf war. The agreement is expected to clear the way for further debt write-offs by western creditors, amounting to 30 per cent of the country's official debt.

Philippines given \$916m loans

By Greg Hutchinson in Manila

THE International Monetary Fund (IMF) yesterday notified the Philippine government of the IMF board's approval of fresh loans of \$916m (\$462m).

The SDR\$29.4m loans are a linchpin of an 18-month economic stabilisation programme meant to reduce inflation and the balance of payments deficit, and increase the level of international reserves.

It replaces an earlier growth-oriented programme which came unstuck by the time of Iraq's invasion of Kuwait when the country's oil import bill began to soar.

An amount of \$458m is expected to arrive within a few days, according to Mr. José Cuisia, the central bank governor, who released details of the package at a news conference.

This amount is made up of a \$45.9m first tranche of an 18-month standby loan and a full drawing of \$403m from the IMF's compensatory and contingency fund facility (CCFF), a measure meant mainly to

help cushion the effects of the country's higher spending on oil imports last year.

Mr. Jesus Estanislao, the finance minister, said that the deal was the "key to other sources of funds we intend to tap".

IMF approval clears the way for a meeting of Western aid donors and Japan, which is scheduled to take place in Hong Kong next week, to provide further help for the Philippines.

Donors are expected to pledge between \$2.5bn and \$2.9bn in assistance for the country of 80m people to help underpin democracy under President Corason Aquino.

Mr. Cuisia said the Philippines, as a result of the Gulf crisis, last year spent \$500m more than it would otherwise have spent.

Over the expected 18-month life of the IMF loan package, the country will draw on further tranches of \$54.9m at three-month intervals provided

it meets certain performance criteria. A 25 per cent portion of all tranches will be devoted to debt reduction activities.

Philippine foreign debt totals \$29bn, according to October Central Bank figures, the latest available.

The performance criteria include undisclosed levels of base money and net international reserves.

There will be two reviews, one in August and another in February 1992, at which time the criteria themselves may be adjusted to meet new circumstances.

In addition, the IMF has agreed to make available \$122m in the event of "adverse developments".

Those cited were lower export prices from coconut oil and copper, higher crude oil import costs or increases in interest rates on foreign debt, resulting in further deterioration in the country's external payments deficit.

Poll support for Japanese leader shows sharp fall

SUPPORT for the government of Mr. Toshiki Kaifu, the Japanese prime minister, has reached its lowest level since he took office in August 1989, Stefan Wagstyl writes from Tokyo.

According to a poll published yesterday by Jiji Press, a news agency, support for the Cabinet has fallen to 41 per cent, down 7.5 percentage points in a month. Among women, who are more strongly opposed to funding the Gulf war than men, support fell from 44.4 per cent to 35.5 per cent.

Jiji said the results reflected discontent with the Gulf war in general, and in particular with the Japanese aid package of \$9bn (\$4.5bn) to help finance the multinational force.

While the dissatisfaction among voters is unlikely to stop Tokyo honouring pledges made to the US to deliver the funds, it could make it more difficult for Japanese ministers to promise more.

Egypt to overhaul currency exchange

By Max Rodenbeck in Cairo

EGYPT IS to launch exchange reform on Sunday in a big step towards reaching a long-awaited standby agreement with the IMF. The current three-tiered exchange rate will be reduced to two levels, one set by supply and demand and the other by a panel representing state-owned and private banks.

The Egyptian government expects the move to do away with the black market where hard currency has been fetching a 10 per cent premium.

The partial flotation will effectively abolish the official exchange rate, now set at E£2.10 to the dollar. Instead, all government and some private bank dealings will be carried out at a primary rate held to within 5 per cent of the market rate, which now ranges from E£2.97 to E£3.25 to the dollar.

Banks and currency traders will be licensed to deal on the free market.

Egypt's central bank has reportedly created a reserve to intervene in support of the local currency. The Egyptian pound has been losing 15 per cent of its value a year against

hard currencies. Economists expect this trend to continue.

Officials say the devaluation of the official rate will not affect the price of government food imports, which will continue to be financed from the budget. Egyptian consumers have come to depend on subsidised bread and other staples.

In recent weeks Egypt has come close to meeting IMF requirements for the signing of a letter of intent expected to lead to extensive debt relief. Other reforms have included freeing interest rates, raising state-controlled prices and opening new areas for investment. The government also plans to impose a sales tax.

Negotiations ahead of agreement, which is expected in the next few weeks, are expected to cover reduction of the budget deficit.

Egypt's foreign debt stands at \$36bn, over and above the \$14bn that has been written off since the start of the Gulf war. The agreement is expected to clear the way for further debt write-offs by western creditors, amounting to 30 per cent of the country's official debt.

Egypt's central bank has reportedly created a reserve to intervene in support of the local currency. The Egyptian pound has been losing 15 per cent of its value a year against

WE SEEM TO HAVE STRUCK A RICH VEIN.

A recent edition of the Financial Times Quarterly Review of Personal Finance included a reader questionnaire.

From the several thousand readers who responded, our random analysis of a thousand revealed that their average income is £38,700 and the average value of their assets is over £198,000 excluding property. Eighty percent of our sample said they were very interested in reading future issues of the Review.

All of which is encouraging to us and to our advertisers as we prepare for the next Quarterly Review to be published with the FT on Friday April 26th and the Weekend FT on April 27th.

The Review gives investors all the facts, figures and advice they need to manage their investments. It covers every aspect of personal finance, comparing past performance and identifying future trends. To let them see your products or services in the same vein, call Jeremy Bauff on 071-873-3000 or fax 071-873-3078

FINANCIAL TIMES
QUARTERLY REVIEW
PERSONAL FINANCE

ANC questions own nationalisation policy

By Patti Waldmeir in Johannesburg

THE AFRICAN National Congress (ANC) has highlighted some disadvantages of nationalisation, including possible flight of investors and skills, in a discussion document distributed to its members.

The paper, aimed at stimulating debate within the ANC over an issue which many members continue to support, lists the advantages and disadvantages of nationalisation and concludes "it is not a simple and clear-cut issue".

Although nationalisation has been a key policy of the ANC since it published its "Freedom Charter" in 1955, the organisation has moved away from it in recent months.

The document says advantages of nationalisation would be better working conditions, guaranteed access to infrastructural services, and "democratising the economy"; but it also notes that nationalisation could lead to skills flight and a fall in foreign investment.

"If we are going to nationalise, we need to borrow the money to pay for the companies we buy. We will have to pay back this money with interest. This money will be spent without creating a single new job," the paper argues.

"If we are unable to pay back because the government does not make enough profit from that particular nationalised industry, we will be increasing our debt problems," it concludes.

Nationalisation could end up benefiting only a few: those who ran and worked in a particular industry.

"This problem of a self-serving bureaucracy has been experienced in many countries, as we have seen in the case of eastern Europe recently."

"We need to look more carefully at the economic reality and begin to find a more overall policy that will begin to solve our problems," the paper says.

Pakistan draws up bill to impose Islamic laws

By Farhan Bokhari in Islamabad

PAKISTAN'S government will present a bill before parliament next month aimed at incorporating Islamic sharia laws into the country's legal system, government officials said yesterday.

The government of the prime minister, Mr. Nawaz Sharif, in co-operation with its parliamentary allies, is likely to obtain a clear majority for the bill, according to officials and government ministers.

After approval of the bill, Islamic laws and punishments will come into effect in the country's legal system.

Mr. Sharif has promised to introduce Islamic law as an important step towards creating a fully Islamic society. Although Pakistan is an Islamic republic, the legal system still allows conduct under secular laws. The new proposals have been opposed by critics, calling this a move that will undermine interests of women and minorities.

Pakistani newspapers yesterday showed pictures of Wednesday's public flogging of eight people, including a woman, in the semi-autono-

mous remote tribal area of the North Western Frontier Province. According to one account, about 15,000 shouted *Allahu-akbar* (God is great) as they witnessed the event.

The floggings were carried out under sentences handed down by a tribal body of *ulema* (religious heads) which functions outside government control. The floggings ranged between 5 and 100 lashes for sentences on charges of rape, kidnapping and car theft.

Pakistan has received applications from 34 sponsors, all Pakistanis, to open private banks, a spokesman for the State Bank of Pakistan (SBP) said, Reuters reports from Karachi.

Sponsors included a former SBP governor and other top bankers. Pakistan privatised banks last month and plans to open banking, shipping and aviation to the private sector under a huge privatisation programme. The new banks would be in addition to 10 Pakistani and 20 foreign banks already working in Pakistan, the spokesman said.

Conflict of opinion on NZ finance policies

By Terry Hall and Dai Hayward in Wellington

THE Reserve Bank of New Zealand said yesterday that it saw room for lower interest and exchange rates and that it was on target to achieve its inflation goals without tightening monetary conditions.

In contrast to the bank's upbeat six-month monetary policy statement, Mr. Jim Bolger, the prime minister, warned that the NZ economy was standing on the brink of disaster.

He said the economy was virtually at the level of a 1930s-style depression but that new stimulus would prevent this from happening.

Mr. Bolger said tax increases were an option, reversing a pre-election pledge that his party would not impose higher taxes.

The bank, meanwhile, said it would not sanction a loosening of monetary policy.

The financial markets gave mild signals of support to the bank's statement, with a minor but temporary dip in the value of the currency and little change in bond and short-term money markets, which have eased recently.

Dealers expect these rates to consolidate around present levels. They said the statement that there was further room for a drop in the exchange rate to improve the competitiveness of New Zealand industry, was more direct than expected.

They suggested it meant the currency would eventually fall, probably nearer the end of the export season when buying support from exporters eased.

At a briefing the governor, Dr. Don Brash, said the bank had no irrevocable target for the New Zealand dollar, but did have firm views of what was appropriate to help achieve the 0-to-2 per cent inflation target by 1992. He reviewed the success in bringing inflation down to a 4.9 per cent rise in the consumer price index during 1990.

He forecast an overall 3 per cent rise this year, pointing out that this would be the lowest level for 25 years.

Shutdown at second nuclear plant in Japan

TWELVE days after Japan's worst nuclear power plant accident, another plant automatically shut down yesterday when the turbine's lubricating oil pressure suddenly fell, a company spokesman said.

AP-DJ reports from Tokyo. Investigators have not yet found what caused the pressure drop, but the problem in the steam turbine did not affect the 1.1m kilowatt nuclear reactor, said Mr. Tetsuya Terasawa, a spokesman for Tokyo Electric Power.

Another nuclear power plant in Mihama, western Japan, automatically shut down in a more serious accident on February 9. It was the first in Japan to have led to operation of the emergency core cooling system.

S Korean car workers in clash

Riot police firing tear gas fought about 2,000 workers trying to march out of South Korea's second-largest car factory yesterday, ending the release of arrested union leaders, police said, AP-DJ reports from Seoul.

Police said the clash erupted outside Daewoo Motor in the western port city of Incheon when the slogan-chanting workers, armed with clubs and rocks, began marching.

Daewoo officials said the protest halted operations at the factory, a joint venture between the Daewoo Group and General Motors.

Fighting among Sri Lanka MPs

A brawl between government and opposition MPs broke out in the Sri Lankan parliament yesterday over a government attempt to rush through a faru bill, Mervyn de Silva, writes from Colombo.

The violence erupted after a left-wing MP, Mr. Vasudeva Nanayakkara, sat in the speaker's chair in protest against the government debating the bill which it had agreed to discuss next month.

UK names new China envoy

Career diplomat Mr. Robin McLaren, an architect of the agreement by which Hong Kong will return to China in 1997, is to be Britain's new ambassador to China, the Foreign Office announced today.

Mr. McLaren, 56, is a former envoy to the Philippines who served under Mr. Edward Heath in the early 1960s when he was a Foreign Office minister.

UK NEWS

ARAB MONETARY FUND

Abu Dhabi bankers seek \$50m in UK courts

By Raymond Hughes, Law Courts Correspondent

AFTER a two year legal battle the Arab Monetary Fund has finally won the right to sue in the English High Court to recover \$50m it claims was stolen from it and largely laundered through numbered Swiss bank accounts.

By a 4-1 majority the Law Lords yesterday rejected a contention that the fund, an international banking organisation with headquarters in Abu Dhabi in the United Arab Emirates, could not sue in England.

The fund alleges the money was embezzled by its former

director-general, Dr Jawad Hashim, who lives in England, and that First National Bank of Chicago and three of its subsidiaries - First National Bank of Chicago (CI), First Chicago Trust Company (Cayman) and First Chicago International - negligently enabled the laundering to take place.

In November 1989 a High Court judge refused to strike out the fund's action, ruling that the fund could litigate in England.

The decision was overturned by the Court of Appeal last April. Lord Donaldson, the

Master of the Rolls - one of the country's most senior judges, said he did so "with the greatest possible reluctance" because he regarded the result as "wholly without merit from the point of view of doing justice between the parties".

He said, however, the rights and obligations of organisations such as the fund set up under international treaties were not enforceable under English law.

That view was rejected by Lord Templeman and three other Law Lords. Lord Templeman said the fund had been set

up in 1976, under an agreement to which 20 Arab states and the Palestine Liberation Organisation were parties, to lay the monetary foundations of Arab economic integration and accelerate the process of economic development in all Arab countries.

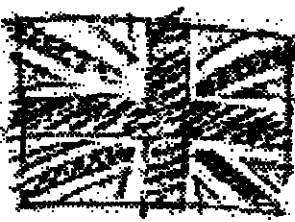
There was uncontradicted expert evidence that a UAE federal decree had conferred on the fund independent legal personality and the capacity to sue and be sued in UAE law. The fund had thus been created a corporate body, corresponding roughly to an

English limited company, which the English courts could and should recognise.

Lord Templeman said the fund held assets in every part of the world, including, as at June 1989, more than \$235m deposits in the London market which must belong to someone entitled to sue for them and recognisable by the English courts.

He said a decision that the fund's assets did not belong to a body recognisable in the UK would cause "great dismay and uncertainty" and affect other international organisations.

BRITAIN IN BRIEF



Generating companies' share price set at 175p

Mr John Wakeham, energy secretary, is to announce that shares in the two electricity generators, National Power and PowerGen, will be sold on an annual dividend yield of 6.3 per cent.

The issue price for the privatisation flotation has been set at 175p fully-paid, valuing the two companies together at £3.6bn.

Advisers said aggressive bidding from overseas investors had driven down the level at which the issue could have been cleared. In the UK, it would have been covered only at 6.1 per cent.

The most competitive bids are believed to have come from Japanese buyers, who are to be allocated about 8 per cent of the shares.

A further 12 per cent will be shared out between European, US and Canadian investors.

It is intended to produce a premium of roughly 10p on the 100p partly-paid price when stock market dealings start on March 12.

Building firms warn on jobs

The Building Employers Confederation has warned that 150,000 jobs could be lost in the industry as the recession deepens and more companies fail and call for an immediate 1.5 per cent cut in tender rates.

The confederation also called for urgent steps to be taken to bring forward some public sector construction projects, including house-building and repairs to schools and hospitals.

In addition, the confederation's national council urged Mr Norman Lamont, the Chancellor of the Exchequer, to abolish the stamp duty levied on house purchases in next month's Budget.

Mr Douglas Hogg, then Industry Minister, had welcomed the plant's announcement, saying it would help to replace jobs lost as a result of defence cuts.

Plymouth chip plant shelved

Harris Corporation of the US has shelved plans for a \$100m semiconductor plant in Plymouth, south west England, citing weakness in the world chip market and uncertainty caused by the Gulf war. Harris had received a £1.2m grant from the Department of Trade and Industry. The plant was to employ 500 people.

Mr Douglas Hogg, then Industry Minister, had welcomed the plant's announcement, saying it would help to replace jobs lost as a result of defence cuts.

Zhelev tribute to Markov

President Zhelyu Zhelev of Bulgaria paid tribute at the grave of dissident Georgi Markov, who was assassinated in London 13 years ago.



The ceremony took place at the 9th-century Church of St. Ivan Rilski in the hamlet of Whitchurch Canon, near Lyme Regis, southern England.

President Zhelev, hailing the dissident as Bulgaria's "most important folk hero, said: 'I'm a great admirer of Georgi Markov. I admire the power of his writing, his imagination as a playwright and poet as well as his strength in ways of fighting the system he was living under.'

"We more than anyone else need to find the truth of this political killing both for the honour of Bulgaria and for the greater international honour."

Mr Markov, who defected in 1968 and worked for the BBC World Service, was stabbed with a poisoned umbrella in 1978 near Waterloo Bridge in London.



Time for reflection: Nicholas Ladenis, owner of Chez Nico

Chef in the soup over shares

THE TAKEOVER Panel has stepped into a simmering dispute between a top London chef and a leading UK actuary. The panel, which normally deals with arguments between large public companies, issued a public reprimand to Mr Nicholas Ladenis, proprietor of Chez Nico, one of Britain's best-rated restaurants.

Acting on a complaint from Mr Colin Lever, senior partner of Bacon & Woodrow, the UK's largest firm of actuaries, the panel ruled that Mr Ladenis' acquisition of shares in Chez Nico Ltd last summer should have, but did not, comply with the Takeover Code.

Last April, Mr and Mrs Ladenis wrote to shareholders in the restaurant asking whether they were interested in selling their shares.

As a result the couple came to hold more than 90 per cent of the issued share capital and on September 14, began compulsory purchase of the out-

standing shares under Section 429 of the Companies Act. Mr Lever, who was one of the shareholders, said he was amazed when he received the compulsory purchase order. "There had been no offer document circulated, none of the normal procedures which go with a proper takeover bid," he said.

Mr Ladenis, a former member of the Takeover Panel, complained to the panel. He has also launched legal action to have the Section 429 order overturned.

Mr Ladenis, whose restaurant has a rare two Michelin stars, dismissed Mr Lever as a "crank".

An official statement by the takeover panel said the panel executive was satisfied that the failure by Mr and Mrs Ladenis did not arise from any bad faith but arose from a lack of familiarity with the code and from a failure to consider whether the code applied.

Demand for leasing declines

Britain's leasing companies expect the UK recession to continue to worsen leading to a rising tide of bankruptcies.

The Equipment Leasing Association, which represents the industry, said its latest economic survey in January showed a further fall in business confidence. Demand for leasing was down in all sectors, and members expect demand to fall more sharply in the next three months.

Mr Brian Hassell, ELA chairman, said: "Unless the government takes early steps to substantially reduce interest rates, the outlook for British industry will not improve and the confidence to invest will remain low."

Warming action delay urged

Action to combat global warming should be delayed for at least 10 years while further research is carried out to test the truth of the "greenhouse effect" theory, one of America's leading meteorologists has said.

"Something for which there is virtually no evidence is being treated as if it is an article of religious faith," said Professor Richard Lindzen, professor of meteorology at the Massachusetts Institute of Technology.

At a seminar at Windsor, west of London, he clashed with Dr John Houghton, director-general of the UK Meteorological Office, who stuck to the IPCC estimate that if nations continue "business as usual" and greenhouse gases such as carbon dioxide increase at present rates, global mean temperatures will rise by 1 deg Centigrade by 2025.

Owners Abroad capacity cut

Owners Abroad, the third largest package tour operator, said it could cut 20 per cent of its planned holiday capacity for this summer because of the slump in sales.

Owners had planned to sell some 1.7m package holidays this year but a 60 per cent fall in bookings since the Gulf war started compared with the same period last year has forced the company to consider cutbacks.

Airport slots system 'untenable'

The present system of allocating take-off and landing rights or "slots" at congested UK airports like Heathrow and Gatwick is "untenable" in the medium term, says a report commissioned by the Department of Transport last year on the controversial issue of slot allocation.

But the report by the SD-Scicon consultants group also warns that any immediate radical change in the present slot allocation system risked creating chaos in the industry.

"The report confirms my fears that the present system could hamper progress in opening the industry up to more competition and constrain the liberalisation of air services in Europe," Mr Malcolm Riffkind, the transport secretary, said.

Britain 'losing food-trade war'

European farmers are winning the trade war by selling British mountains of food which could be home produced, according to a new report.

Mr Paul Judge, chairman of the government and industry-funded body Food from Britain, which promotes UK exports, commenting on official figures showing the food and drink trade gap widening 9 per cent in 1990 to £5.1bn, said Britain was losing the "competitive war" with other European countries. "Whisky exports were more encouraging: up 17 per cent to £1.73bn."

Unit trusts' slow start

Unit trust sales got off to a slow, but positive, start to 1991 with net new investment in January of £129.7m - almost the same level as for January of last year.

Investors bought £683.7m worth of units and cashed-in some £553m worth of units during January, in each case some £200m lower than in January last year.

But the whole of this net investment was accounted for by one major management group, Prudential Holborn, with £130m worth of units being bought by other life and pension companies within the parent group, Prudential Corporation.

BRITISH RAIL

Reid demands change in finance

By Richard Tomkins, Transport Correspondent

SIR BOB Reid, the chairman of British Rail (BR), yesterday called for a radical change in the way the national railway is financed to prevent a recurrence of the chaos that hit services in the recent cold weather.

Rail services were criticised by politicians and consumer groups for their failure to deal with the snow, while comparable networks in Europe reported few problems and delays.

The BR chairman promised that detailed results of BR's internal inquiry into the disruption would be made public at a press conference to be held in the second week of March.

In an interview with the Financial Times, Sir Bob made it clear that he had changed his views on the financing of BR in the four months since he took over as full-time chairman.

In his early days in the post, Sir Bob said that throwing money at BR's problems was not a solution. A shortage of management and technical resources, he believed, was the main barrier to improvements.

Yesterday, Sir Bob said his experience of the railways since his appointment and the disruption caused by this month's snowfalls had convinced him that more money was badly needed.

In the short term, he said, "tens of millions" of pounds of extra money would be needed to prevent recurrence of this month's chaos. Longer term, £2bn worth of spending had



Change of track: Bob Reid outlining his plans yesterday

been identified which was not in existing programmes.

But Sir Bob said he was not pressing for massive government subsidies. Instead, he wanted the government to give him the power to take on large long-term borrowings.

"I am asking for the right to borrow the money to finance the redevelopment, the refurbishment, the rehabilitation, and then the expansion of the railway," he said.

This would mark a sharp - and probably unacceptable - about-turn from the government's present policy of keeping BR borrowings on an extremely tight leash.

But Sir Bob said he was hamstrung in his attempts to run a reliable railway by the need to get every significant piece of investment approved by the Treasury.

"Our shareholder," said Sir Bob, referring to the government, "must recognise that if he wants to remove us from this hell of controversy and attack, then he's got to give us

about-turn from the government's present policy of keeping BR borrowings on an extremely tight leash.

But Sir Bob said he was hamstrung in his attempts to run a reliable railway by the need to get every significant piece of investment approved by the Treasury.

"Our shareholder," said Sir Bob, referring to the government, "must recognise that if he wants to remove us from this hell of controversy and attack, then he's got to give us

MPs claim 'sale of the decade' was rigged

Michael Cassell examines the details behind BAe's takeover of the Rover Group

ON MARCH 1 1988, Lord Young of Grafton, who as trade and industry secretary basked in the glow of an appreciative prime minister, convened a Westminster press conference to announce he was finally in sight of an objective close to both their hearts.

Flanked by Professor Roland Smith, the big, ebullient chairman of British Aerospace (BAe) and Mr Graham Day, the softly-spoken, bearded Canadian picked by Mrs Margaret Thatcher to head Rover Group, the trade and industry secretary was even more enthusiastic than usual.

He disclosed that BAe had been granted, for a limited period, exclusive negotiating rights to buy the government's 99.2 per cent shareholding in Rover.

The two boardroom bosses deftly handled questions about the logic behind any marriage and their ability to work together; they would, indeed, go on to put their strategy into practice.

The surprise revelation nevertheless created an immediate rout at Westminster, with Labour MPs attacking what they saw as a cosy, covert agreement between consenting companies. But Lord Young was undeterred. He would describe the deal, concluded less than four months later, as the "sale of the decade".

Subsequent events, however, have left in their wake a less happy legacy at Westminster. The government's behind-the-scenes manoeuvring to ensure that nothing sabotaged the sale has been a source of running controversy. Yesterday it was re-ignited with a damning indictment of its behaviour by the Commons Trade and Industry committee.

At the heart of the row has been a package of originally undisclosed financial concessions, the total value of which appears almost irrelevant in the context of the scale of the business at stake. But it is the alleged attempts to withhold the full story from both parliament and the European Commission that have provoked anger at Westminster. Irrespective of the subsequent political fall-out, Prof Smith and Mr Day, who first discussed a possible get-together at a cocktail party, had got their own timing right.

In February 1988, when BAe first approached the Department of Trade and Industry with a plan, the government wanted Rover returned to the



Golden handshake: Lord Young, with Graham Day (left) and Roland Smith, celebrate the BAe deal

private sector and off the back of the British taxpayer.

Since 1975, when the state became the majority shareholder in the business, the group's share of the UK car market had halved to under 15 per cent. It had not recorded profits since 1975-76 and, by 1988, accumulated losses stood at a staggering £1.6bn.

Two years earlier, the government had tried to wash its hands of the business, entering talks with Ford and General Motors. In the midst of a political row, which extended deep into the cabinet, about the prospect of Britain's last car-maker falling into the hands of foreign interests, the government withdrew.

This time, however, Lord Young and his prime minister were determined not to lose another opportunity. The trade and industry secretary was the man who brought Mrs Thatcher solutions, rather than problems. The talking began in earnest.

Under the terms of the original deal, BAe would pay £150m for Rover and the government would inject £800m into the group to help eradicate indebtedness. Government guarantees, first given by a Labour government in the 1970s and covering all accumulated debt, were to be eliminated.

In addition, BAe agreed not to sell Rover's core business or trade marks for five years, unless it was prepared to see a £650m government clawback.

In a final element to the package, BAe was prevented from using more than £500m of Rover's past trading losses for its own purposes. By the time the final deal was struck in July, alterations had been made in the wake of last-minute warnings from BAe that the package might not be acceptable.

The change of heart arose following the intervention of the European Commission, which had ruled that the government's proposed injection of cash was too high. As a result, state support was reduced to £469m, plus £78m in regional aid.

At the same time, the "ring-fencing" on Rover's trading losses remained intact but an original agreement that its capital losses and allowances should be restricted to use within the business were lifted.

There were further, financial aspects of the deal, agreed and announced in the Commons on July 14 1988, which were not disclosed. They emerged in November the following year following the leaking of information contained in a report into the Rover sale by the National Audit Office.

The report thrust the 16-month deal back into the headlines and put the actions of Lord Young and his officials under a harsh spotlight.

As BAe apparently wavered over a deal which ministers saw as their last chance to sell,

being seriously misled. Throughout its final report, the committee paints a picture of a government anxious to divest itself of a huge liability up against a hard-nosed business which managed to extract additional incentives that were not even necessary for BAe to achieve its post-acquisition criteria.

The report states: "British Aerospace drove a hard bargain" and adds: "The DTI had little alternative but to agree to the terms demanded by British Aerospace."

The committee members profess amazement that when BAe agreed to buy Rover it knew neither the value of Rover sites nor the company's recent profit history. They say the DTI should have prepared a valuation.

MPs criticised the deferred payment arrangements and point out that BAe was able to recover, through asset disposals, nearly the full cost of the Rover purchase even before it handed over the £150m.

The committee also says it was "incensed" that the DTI withheld relevant letters concerning the sale and complains that no one document sets out and defines the Rover sale contract.

But it reserves its most pointed criticisms for the way attempts were made to deny to the Commons the information to which it was entitled.

The committee notes that Lord Young had written to the chairman of BAe setting out options for the payment of the £150m purchase price "in ascending order of risk that the deferment would be picked up by the European parliament. It also cites Lord Young writing to Roland Smith suggesting that any reimbursement for buying out minority shareholders which exceeded £10m would need the approval of the Commons.

The report says that in releasing, sometimes at lengthy delays, individual details of the package through a variety of supplementary estimates, the DTI had fulfilled its strict legal requirements but had fallen short of adequate disclosure.

Lord Young still believes that there was no real choice and that he clinched a deal of which any self-respecting businessman would be proud.

Others claim the taxpayer was short-changed. The complaint of MPs is that they were never given a proper chance to decide for themselves.

THE PROPERTY MARKET

Clutch of insolvencies signals worse to come

By Vanessa Houlder

THE PROPERTY crash of the early 1990s looks set to be a drawn-out affair. Scores of bankrupt companies are living on borrowed time as banks wait for an improvement in the market before they flood it with distressed property.

Nonetheless, some companies and banks are bringing their problems to a head, as illustrated by a clutch of insolvencies last week.

One of the less ominous examples was provided by City Gate, a Swedish-controlled London developer, which went into administration on Monday. Although administrations are usually a short cut to liquidation, this case could be an exception. The goal of the administration, which is being financed by the banks and the company's main shareholder, is to sue the buyer of a Hammersmith office block, which still owes the company £15m.

"Provided there is a satisfactory settlement, there appear to be sufficient assets to cover liabilities," says Mr Tim Hayward of KPMG Peat Marwick McLintock. "If there is a modest upturn in property values we are optimistic this company might be capable of coming out of administration."

A more common cause of insolvency is that the state of the company is so bad that the lenders want more direct control over the property. One such was Land & Property Trust, which went into liquidation last week after the High Court refused an administration application by the company.

L&PT, one of the UK's largest private property companies, has liabilities estimated to exceed £300m. Its failings are a measure of both the malaise of the London property market and the mistakes that can be made in an over-ambitious dash for growth.

L&PT was run by Mr Berish Berger, the scion of the Berger family, owners of one of the largest private property empires in the UK. The wealth of these intensely private landlords is usually assumed to be well over £1bn.

Mr Berger came into the limelight in 1986 when he was 29. With backing from the family fortune (which had a £21m stake in L&PT) and bank finance he took over Land Investors from Jack Rose - one of the best-known property figures of the 1960s - for £74m.

Much of L&PT's portfolio, such as

the 200,000 sq ft development at Cowcross Street near Smithfield and the 50 per cent share of Woolworth House on Euston Road, was inherited from Land Investors. However, Land Investors also expanded rapidly through acquisitions and developments.

Mr Berger's deals included a £75m purchase of an office block on Finsbury Pavement and a £23.5m purchase of Hoskyns House on Shaftesbury Avenue, both in London. He failed in his most ambitious undertaking, the acquisition of London Shop, a retail property company, which eventually went to a higher bidder, Peel Holdings.

Although the storm clouds were gathering in the London market in 1989, Land Investors was undeterred. It continued to do deals, while others held back. In November, it unveiled the biggest single retail property transaction in the UK market when it agreed to buy 17 supermarkets for £140m.

Soon afterwards, the market turned and L&PT found itself exposed. Its dash for growth had involved remortgaging properties and its borrowings soared.

The first public hint of trouble came last September when it emerged that L&PT still owed Tesco £28m from the supermarket deal. Soon after, however, the real thunderbolt struck. An ambitious £100m project to build flats, offices, a health club and shops in the shell of the British Airways terminal in Cromwell Road, London, went into receivership.

L&PT blamed the collapse on a disputed £12m value added tax bill arising from the "intransigent and inflexible" attitude of the Inland Revenue which classed the building as a refurbishment rather than as new construction. The receivers, however, said that cost and time over-runs on the project were also to blame.

Matters came to a head soon after when John Lelliott Management, a building contractor working on the project, which had not been paid since May, took out a winding up petition against L&PT. L&PT responded by asking the High Court for an administration order instead, on the grounds that it would achieve a more advantageous realisation of assets. The company's tax losses, it said, could be worth £15m to a buyer.

That argument was dismissed by the court which reckoned the company would not be able to find a buyer. There were also objections from Norwich Union, which is owed more than £49m and Manufacturers Hanover, the company's main banker. The winding-up order was made on February 8 and the liquidation order followed soon after.

Unravelling the L&PT empire is a complex business, involving a plethora of lawyers, receivers and surveyors.

The five secured lenders, which have charges over all the wholly-owned properties have appointed or are on the point of appointing receivers. Norwich Union has appointed Jones Lang Wootton and

Manufacturers Hanover has appointed Price Waterhouse as Law of Property Act Receivers (a long-standing form of receivership in which the receiver is appointed by a fixed charge-holder to realise the assets under the charge.)

Administrative receivers are also being appointed to the joint ventures, such as Point West Developments, where Touche Ross was called in as administrative receiver just before Christmas.

L&PT's liquidators will deal with everything that is left over. This comprises £1m worth of property-related investments and cash, tax recoveries and motor vehicles. Nothing is likely to be recovered from a £115m loan to BCPH, L&PT's parent company, the only asset of which is a shareholding in L&PT.

The prospects are poor, even for the secured creditors. The principal bank, Manufacturers Hanover, is owed £122m, which is secured on buildings which are estimated to be worth, at most, £78m. Many of its buildings are in fringe locations, needing redevelopment - a class of property that has been particularly badly hit by the downturn in the London market. "The values are looking sick all around," says Mr Ian Watt of KPMG Peat Marwick McLintock, one of the liquidators.

Given the dismal state of the market, the lenders are likely to be patient about recovery of their money. "I don't think we will be in any rush to sell anything," says one of the liquidators, Mr Phil Wallace of KPMG Peat Marwick.



Doomed venture: Point West Developments, where Touche Ross was appointed administrative receiver just before Christmas

The lenders may have to be even more patient about developments in progress. Point West, for instance, will need tens of millions to be spent in order to be completed. Weighty tonnes of advice have been commissioned by the banks, which are on the point of deciding

whether to proceed. For the unsecured creditors, the picture is even more bleak. "There is a huge raft of unsecured claims against a very modest level of available assets," says Mr Ian Watt. "I would not hold out any hope of recovering anything."

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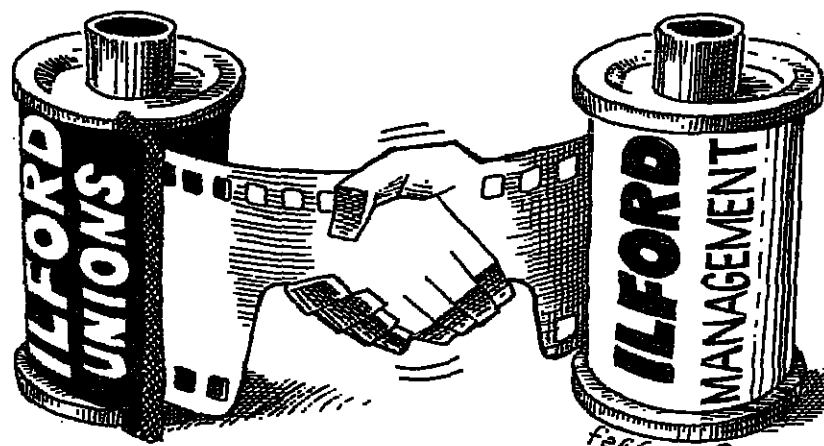
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Ilford puts people into sharp focus

Fiona Thompson explains how the photographic materials company developed its personnel blueprint



Management is determined that nobody should be kept in the dark about changes which are being introduced at Ilford's plant in Moberley, Cheshire. This is not the easiest of tasks since their employees work in pitch blackness.

When the giant, plastic doors slam shut behind you at the photographic paper finishing plant, you really cannot see a thing. After a time your eyes can just about pick out white-coated figures, each trailing a little circle of dull orange from their standard-issue filtered torches. Thick white lines, dimly seen, mark paths on the concrete floor. You can hear the trundling of forklift trucks long before they loom up in front of you, then vanish back into the enveloping blackness.

The staff in paper-finishing consider themselves lucky. Their colleagues in the nearby film-making plant do not have the luxury of those meagre, glow-worm torches. They are literally in total darkness throughout their shifts.

Impact, Ilford's programme for a comprehensive restructuring of work practices, pay and conditions, is now under way. And the company's aim - that none of Ilford Ltd's 1,400 employees should be left in the dark about the programme - has meant an exhaustive series of consultative meetings.

The process is being overseen by the company's head of human resources, Frank Sharp. The changes in impact echo those in other companies which have adopted the human resources title alongside an attempt to achieve fundamental changes in employment culture. These companies often want to move away from traditions of industrial relations conflict, and integrate the management of people into their strategy.

According to Sharp, the impetus for setting up impact was an acknowledgement by the board a few years ago that the company was in a mature industry; that a substantial effort had been put into engineering, science and marketing in the previous 10 to 15 years, "and we could not see how the business would further prosper and become more profitable unless we tackled the people side".

It was a radical move for Ilford which, until then, "had not regarded personnel as contributing in any way to the strategic direction of the business".

That is a rather diplomatic way of putting it. With somewhat more candour, Sharp describes Ilford's history of management-workforce relations as "20 years of confrontation, where the role of unions and management has been to beat each other about the head with a big stick".

To Sharp, the fact that Ilford was the first company to use the government's 1984 Trade Union Act to force a trade union to ballot on proposed industrial action was illustrative of the extent of its problems.

Ilford, number one in sales in the world monochrome market, makes and sells photographic materials, chemicals and equipment. It is part of Ilford Group, which has two other manufacturing plants, in France and Switzerland, and was bought by the large US

paper company, International Paper, in 1989. The UK company traditionally operated along inflexible lines, with strict demarcation between the different unions and rigidly enforced differentials based on 43 grading bands.

Impact is nothing less than a complete overhaul of how Ilford's employees work, their pay and conditions. Impact's three aims are:

- To implement organisational change involving a move away from detailed job descriptions and a lot of different jobs to a number of core jobs with many fewer grades;
- To devise specific training and development plans for each employee; and
- To develop an improved pay and reward policy.

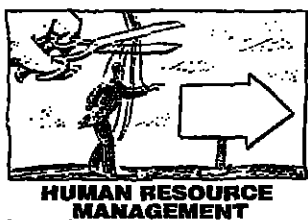
The consultative process to devise a framework for a reward policy was launched last April in workshops attended by all the shop stewards and departmental managers. The managers then held a series of team meetings with never more than 15 employees at a time, to encourage maximum feedback.

"We started with a blank sheet of paper and said 'What would you like?'. And we literally got everything from 'turkeys at Christmas' to 'deunionise'," says Sharp.

By the autumn, a nine-point framework was devised. Key elements of the reward policy, aimed at getting a simpler, fairer pay system, include substantially fewer grades, and the introduction of job evaluation, performance rewards and personal development discussions. The new grade structure will reduce the present 43 grades to between six and 12.

Each employee's job will be put into one of the new grades using a method of job evaluation - almost certainly the

work profiling system of consultants Saville & Holdsworth - involving the employee. Each grade will have a negotiated base rate of pay to be determined by the market rate and Ilford's performance. The banding for each grade would be very wide to allow for performance payments agreed once a year between each employee and her/his boss. Getting to this stage has been a painstakingly slow business. Last April, it was intended that the new reward policy would be implemented on January 1, the normal date for pay increases.



But management had been "too optimistic", Sharp acknowledges. "Hindsight is a marvelous thing. In reality, to use a racing analogy, it was a 10-furlong race and the finishing point was to get everybody on board, understanding what the reward process was about. But while some departments started the race around the eighth furlong, others hadn't even saddled up the horse months later."

But he does not see the delay as a failure. "We had never gone through consultation before. The lesson we had learned is that if you are going to involve people, you must be prepared to accommodate their views and satisfy them before you move on, otherwise you risk failure."

Ironically, a significant reason for the delay was a deeply-felt suspicion about management's motives held by some shop-floor workers. A common feature of the feedback from different departments early on was "there's a hidden agenda; it's a con trick".

The suspicion surprised Sharp. "And I would admit that I underestimated the amount of time and effort required to regain that lost ground."

But it has not made him lose faith in the consultative process - rather, it has convinced him that it is the only method which will provide a lasting solution to problems. And following further consultative meetings, the recent feedback from the shop-floor on the reward policy has been good, Sharp says, with more than 90 per cent of staff saying they could live with the plan.

The organisational change at Ilford - involving the move away from a lot of different jobs to a number of core jobs - is a third complete, says Sharp.

The change was sorely needed, particularly as Ilford had had the same structure in place for many years despite having decreased from a multi-site organisation with 7,000 to 8,000 employees in the early to mid-1970s to a one-plant operation with 1,400 employees now.

In the scientific products department, for example, after detailed management-workforce discussions on what its new role should be and who should accept what responsibilities at what level, the consensus was that the department would actually function more effectively without supervisors.

Consequently the staff have taken on more responsibility and have been given tools to carry out certain new tasks, like statistical process control.

The organisational changes, while providing much greater job satisfaction for some, inevitably leave some less happy as well.

"If a new role demanded more people-management skills, we didn't just take someone because they'd been there 20 years and done a good job. We tried to measure objectively through discussion and tests who had the 'best' skills."

Some got bigger jobs, some moved sideways and others transferred to different roles elsewhere in the company. In a small number of instances, this has meant salary decreases. Not surprisingly, there was union resistance.

MSF, the technical and white-collar union representing the managers and scientists, accepted that some of its members' positions would change but wanted them to maintain their present grades, performance rates and income.

"We couldn't accept this as it wouldn't be seen as equitable by other people doing a bigger role," says Sharp. There was no question that the impact proposals had to happen, according to Sharp. "In the 1980s life for manufacturing companies became much more competitive. It will become even more so in this decade. We have got to ensure that the company can respond quickly and effectively."

This is the final article in this series. Previous articles appeared on January 22, February 1 and 11.

US-Japanese joint ventures

Plagued by cultural gaps

Barbara Durr examines difficulties particular to these alliances

A sign on the shop-floor wall of Rockwell Fastener in Rockford, Illinois, exhorts workers in both English and Japanese to greater cleanliness and efficiency. But the plant's American employees, virtually the entire workforce, ignore the sign, say officials at Rockwell, a US-Japanese joint venture. It's there more for the benefit of visiting Honda Motor Company executives who buy their bolts and screws there.

The reaction of employees is just a small indication of the yawning cultural gap that plagues American working relations with their Japanese counterparts.

Americans tend to see the Japanese as over-demanding, slavishly devoted to their companies and socially incommunicable. The Japanese, in turn, tend to view Americans as sloppy, undisciplined and lacking culture.

US scholars who have studied US-Japanese working relations say they are fraught with difficulties, not least because of these negative images.

While the barriers can be overcome, the ride can be rough for joint venture partners.

US-Japanese joint ventures tend to be much more difficult than US-British or US-German joint ventures. The Japanese and the Americans have two different "mis-histories" about themselves," says Douglas Lamont of Northwestern University's Kellogg School of Management. "These two sets of assumptions about what is correct in business can lead them astray."

Even goodwill and titanic ground-laying efforts sometimes aren't enough. "No matter how well researched and prepared the joint venture is, they invariably find problems they didn't anticipate and discover those they expected are much worse than they thought," says Susan Mack.

night, chief economist at the Japan Economic Institute in Washington DC.

With the explosion of Japanese investment in US manufacturing during the past several years - the US Commerce Department reports that it leapt from just \$1.6bn in 1983 to \$17.3bn in 1989 - the cultural clash is creating an

increasing difficulty for managers.

And nowhere is the problem more evident than in the automobile industry. American auto parts suppliers, faced with the prospect of a dwindling market as the Japanese claim a larger and larger US share of auto sales, have sought deals with Japanese OEM transplants. Jack Packard, chairman of Elco, a metal and plastics fastener manufacturer in Rockford, Illinois, like other suppliers, discovered the likeliest way to do this was through a joint venture with a Japanese supplier.

So began Rockwell, a 50:50 joint venture of Elco, which supplies Ford and General Motors and has \$160m in annual sales, and Nagoya

clash. The Japanese way of doing business demands that Americans change their ways - and this rankles.

The Japanese aim for 100 per cent customer satisfaction, with perfect products on time. This means microscopic attention to detail, discipline, a narrow focus on product quality and strict adherence to delivery deadlines.

These are all lessons that Americans could do with learning, Packard admits. But these positive things come alloyed with Japanese work habits - staying late at the office, relentless perseverance to resolve any problems and criticizing colleagues for flaws in production - that grate on Americans. They want to go home early to spend time with their families, believe someone else can resolve problems and resent criticism, even if it is offered politely.

The upshot is tension on the shop-floor and distance between Nagoya's few Japanese technicians and the rest of Rockwell's workforce. Elco executives, acknowledging the difficulties, have begun an in-house training programme called "Managing Change".

Communication is crucial. Packard and other senior Elco executives are struggling to learn do's and don'ts with the Japanese while imparting a sense of common purpose to workers - a tall order in a small Mid-western city where international cultural sensitivity is hardly the norm.

The Japanese custom of long hours punctuated by drinking bouts with colleagues to relieve tensions does not, for example, go down well with Americans. This leaves Packard searching for some middle ground for social mixing that he hopes can lead to greater mutual understanding.

He tells grousing colleagues that the way the Japanese operate is setting the world standard and that the same practices will be adopted by US companies and others around the world. Asked whom he would prefer to have working for him, he does not hesitate: "The Japanese".

Americans, trying to find their place again in a changed world, will just have to start reading the writing on the shop-floor walls.

Even goodwill and titanic ground-laying efforts sometimes aren't enough

Screw Manufacturing of Japan. Rockwell began production last year.

Nagoya and Elco built Rockwell on solid mutual interest. Elco wanted a slice of the new Japanese transplant business and Nagoya was faced with losing the US-based business of Honda, one of its two principal customers that had set up production in Ohio. It needed a US foothold without an expensive start-up from scratch. It also wished to avoid labour problems.

With nagging from Honda, which sought to continue a relationship with its established supplier but had a need to increase local content, Nagoya settled on non-union Elco. An agreement was reached in the spring of 1989.

It contains a protective provision of special interest to Elco. The two partners agreed to refrain from soliciting business from each other's customers. Competition to supply the shrinking market of the Big Three has been rising and Packard was keen not to create another competitor. While Elco is happy with the joint venture, its management has had to deal with an East/West

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EB Global Engineering Ltd, UK, have been engaged to provide engineering consultancy services including process selection and basic engineering package for the Dhodak gas/condensate processing plant.

Reputable general contractors who are capable of performing detailed engineering, manufacturing, supply, installation, testing, and commissioning of the plant, utilities and all off-site facilities and who have successfully performed the same kind of work in the recent past, are invited for prequalification as turnkey contractor for this project.

The prequalification of turnkey contractors shall be subject to boycott regulation of the Islamic Conference or of the League of Arab States.

Prospective contractors may obtain the prequalification (PQ) document on or before 28 February 1991, from either of the following on payment of non-refundable fee of U.S. Dollars 1000.00 (for purchase in U.K.) or Rs. 22000.00 (for purchase in Pakistan).

Mr Saad A. Khokher
Project Coordinator
Dhodak Development Project
Oil and Gas Development Corporation
14-K Bldg. Markaz F-8
Islamabad Pakistan
Telephone No. 852816 or 850022333
Telex: 5692 OGDC PK

Mr Geoff Stephens/Mr S K Shah
EB Global Engineering Ltd
Randolph House
48-48 Wellesley Road
Croydon
Surrey CR9 1YG
United Kingdom
Telephone No. 081-681 6810
Telex No. 263310 GLOBEUK G

Last date for submission of PQ proposals by the prospective contractors is 14 March 1991

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RossTaylor of London Limited
Mary Chess

(Both in Administrative Receivership)

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Tel: 071 405 8799. Fax: 071 831 2628.

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Touche
Ross

The Secret Garden

The Joint Administrative Receivers of The Secret Garden Trading Company Limited, R. A. Powdrill and D. L. Morgan, offer for sale the business and assets of the company.

- The company has formulated and developed natural skin care and beauty products based on herbal extracts, aromatherapy and hydrotherapy.
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- The company employs a number of qualified beauty therapists.

For further information please contact John Hamilton or Vic Utamsingh at the address below.

Friary Court, 65 Crutched Friars, London EC3N 2NP
Tel: 071 480 7766. Fax: 071 480 6881.

Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

Touche
RossMitchen Process Engineering Limited
(In Administrative Receivership)

The Joint Administrative Receivers, John Wilson and Lindsay Kennedy Denney, offer for sale the business and assets of Mitchen Process Engineering Limited.

- Industrial Weighing and Materials Handling Company established in 1977. Last recorded turnover £1.7m.
- Specialisation in continuous weighing and associated electronics.
- Skilled established workforce.
- Freehold factory and office premises in excess of 12,000 square feet in three separate units on 1½ acre site.

For further particulars, please contact John Wilson or Dian Wardle at the address below:

1 Woodborough Road, Nottingham NG1 3FG.
Tel: 0602 500511. Fax: 0602 590060.

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South West Sports Limited
In Administrative Receivership

The Joint Administrative Receivers offer for sale the business and assets of this sports equipment wholesaler.

- ◆ Leasehold premises in Bridport, Dorset.
- ◆ Annual turnover approximately £600,000.
- ◆ Stock of sports/leisure equipment.
- ◆ Supplier agencies held - including several major brands.

For further details please contact the Joint Administrative Receiver, Philip G. Byrne, ACIS, MIPA, Stoy Hayward, Oakfield House, Oakfield Grove, Clifton, Bristol BS8 2BN. Tel: 0272 237000. Fax: 0272 732741.

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ARTS

Le Rêve de d'Alembert

THEATRE NATIONAL, BRUSSELS

Vivent les philosophes! Imagine Hume writing a play starring Bishop Berkeley and you realise how latched-up our own 18th century luminaries were, compared with the antics of their French contemporaries.

Diderot (1713-84) and d'Alembert (1717-83) jointly edited what became the centrepiece of the French Enlightenment, the *Encyclopédie*. Diderot then cast them both as heroes of a play about materialist philosophy in which the sleeping d'Alembert speaks Diderot's lines while his companion, Mademoiselle de Lespinasse, writes them down and flirts with another *Encyclopédie* contributor, Louis XV's doctor, Boreau.

Philosophy as seduction, sex in the head, power and manipulation through language: how modern Ber-

nard Debrux makes Diderot. Though a natural dialogist, Diderot's three theatrical discourses – Diderot versus d'Alembert, d'Alembert's dream (of Diderot's thoughts) interpreted by Mlle de Lespinasse and the Doctor, and the Doctor versus Mlle de Lespinasse – look dead as a dodo on the page. Debrux leavens them into something enticing and alluring. Love of wisdom is linked with love of pleasure, as in Diderot's writings: the world is made flesh before our eyes.

Debrux makes explicit the subtle erotic bond which links all three men to Mlle de Lespinasse (Benedicte Wenders), and which each tries to exploit by imparting knowledge to her. There are stunning performances from the rival luminaries. As Boreau, Pierre Larocche literally throws his words into

her mouth when he kisses her. Jacques de Bock's Diderot is an emotion-brainstormer who drops words and ideas from his lips to his hands like tangible objects: forces paper and quill (and words) on Mlle de Lespinasse, argues his own form of materialism by conjuring tricks – a balancing egg ("chicken or egg?"), marbles rolling down the stage ("animal, vegetable or mineral?").

As his adversary d'Alembert, Jean-Marie Petitiot is strident and frantic; the soul-searching intellectual driven to any kind of adventure in his quest. In the second scene, what looks like his double leaps out of the wings onto the bed where we expect to see him sleeping, pulls back the covers and reveals a life-size ragdoll model of himself: "what is a being?"

The game of seduction keeps up interest in an otherwise plot-free drama and underlines the human nature of Diderot's doubts and questions. The key line in the play is Mlle de Lespinasse's cooling "Do what you like to me, as long as I educate myself". Debrux echoes each development with a bold cultural joke: Papageno's mock-despairing song from *The Magic Flute* when she is blindfold and confused; a trio from *Così* about women's infidelity as a prelude to her entry into a summer garden with the doctor; subsequently they fight-dance with her parasol.

At one point, this very talented cast sing unaccompanied an aria from *Figaro*: at another Diderot the playwright is heralded by pop-Bach. "So you've got the urge to write a fugue".

The backcloth, Botticelli's "Primavera" cut into panels, offers an image of awakening sexuality. One detail – thighs and legs behind billowing cloth – is enlarged and illuminated red and forms a door through which Diderot, dressed as a contemporary gallery owner, wine glass in hand, zips on stage to control his 18th century costume spectacle.

Illusions come and go, theatrical games instruct and delight: this is drama in the very best Brechtian tradition. Debrux is the kind of director who knows how to give you a good time. After the Brussels run till 3 March, the production tours Belgium and Switzerland till 3 May. Catch it where you can.

Jackie Wullschlager

More to china than mania

Susan Moore visits the the British Museum

However one cares to quantify the mass of material in the British Museum, the statistics are overwhelming. Its 11.5 acre site claims collections that run into thousands, even millions. There are, so it is said, 25 tons of palaeolithic flints, should one wish to examine them; four centuries of man-hours are required to computerise all the items in the Prints and Drawings Department. The collection of Greek and Roman Antiquities is among the finest, the Egyptian collection is the largest outside Egypt, and the collection of Islamic ceramics the most comprehensive anywhere.

What is the public to make of the bounty in its midst? The answer depends largely on what a museum allows one to make of it. In the last few years the BM has informally re-displayed a number of its major collections, and staged a series of exemplary exhibitions that have mined various rich – and variously researched – veins, from Archaic Chinese bronzes to Italian modernism. Last year, the new Japanese Gallery housed an ambitious exploration of the fashion for Japanese porcelain in Europe. These displays delighted scholar and layman alike.

Currently out of store for our delectation and edification (until August 18) are some 200 Chinese ceramics. The show marks the publication of S.J. Vaïnker's "Chinese Pottery and Porcelain from Prehistory to the Present" (British Museum Publications £19.95, exhibition price £14.95), and represents a measured distillation of the museum's 8,000 Chinese ceramics through some

7,000 years. The Chinese collection is one of the outstanding and generously endowed with works of historical importance, considerable rarity and consummate artistry.

Ever since "china-mania" swept the high Northern European in the 17th century, Europeans have tended to think of Chinese ceramics in terms of the glorious blue and white export porcelains produced in Jingdezhen in Northern China. This exhibition devotes perhaps a quarter of its space to these mass-produced wares that were made specifically for Japanese, Middle Eastern, European and South-East Asian markets from the 16th century onwards. (Dr Johnson's massive four-quart *Samurai* rooster finds a place in the European section.) Rather the emphasis is on the technical and aesthetic progress of the three ceramic traditions of stonewares – dominated by the greenwares or celadons prized for their similarity to jade – porcelains and religious sculpture.

The show's documentary approach is straightforward, the presentation sober. The charms of the ceramics are subtle, but anyone who sets aside time to look at them will be amply rewarded. At their best, they have a rare presence commanded by mutually enhancing formal restraint, near-perfect potting, and a variety of glorious glazes.

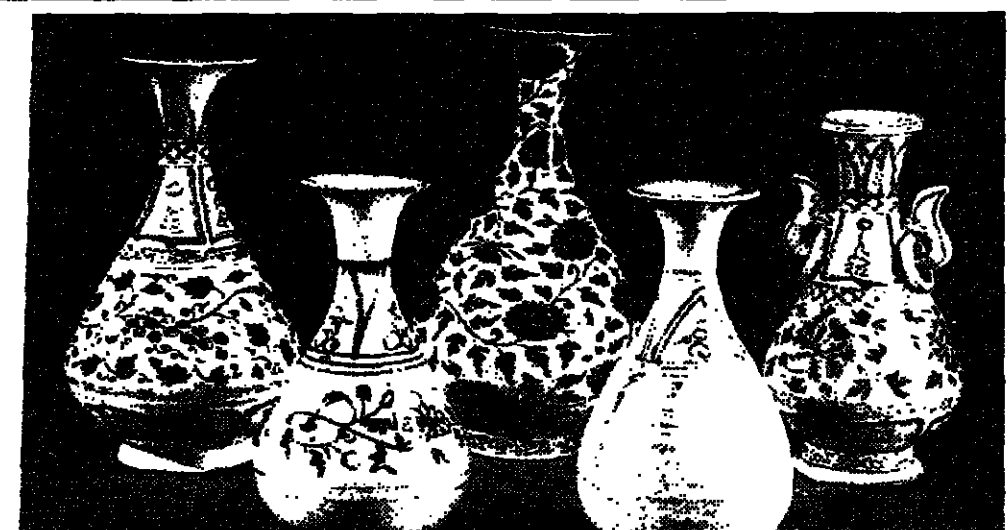
A black earthenware bowl-handled jar of the Han dynasty (206BC-AD220) has the power of primitive sculpture, and is as much, if not more, to contemporary taste as the experimental T'ang splashed ware,

sancal glazes or marbled ware. The decorated earthenware, in crude, utilitarian ware in the 8th-9th century, and was to reach its peak technically under the Qianlong emperor.

These 18th century porcelains may be technical tour-de-force, but they are beside their infinitely subtle Song counterparts of 300-500 years before. A magnificent and early one-off is the 10th-11th century white porcelain phoenix-head ewer with its crisp, ferociously furrowed brow and flickering tongue. The free, iron-red decoration on a later black ware vase is a characteristically perfect foil to its pleasing bulbous shape.

The so-called "five great wares of China" have been fêted since they were produced, and these serene vessels ravish the eye and soothe the mind. Their glazes run the gamut from white and ivory, through blues and greens and lavender splashed with purple, to a rare and intense yellow, a difficult copper red, and "peach-bloom", a glaze restricted to items for the scholar's studio. It is hard for those of us born this side of the Industrial Revolution fully to comprehend the mastery of, say, the potters of the Ming ceremonial wares, with their deceptively simple perfect symmetry and glazes. At least we are here given the opportunity, and the peace, to try.

New galleries for the museum's Oriental collections continue apace. Two years ago saw the opening of the John Addis Gallery of Islamic Art, last year a new Japanese Gallery; and next year a major gallery for the arts of China and India, funded by Mr Joseph



Chinese porcelain bottle vases from the Yuan dynasty, 14th century (top); and a drawing from the Korean collection, which has yet to have a permanent gallery, currently on display in the North Entrance hall

Hotung, will open its doors. The museum is currently endeavouring to raise funds to display its Korean collection, the most comprehensive in Europe, a gallery planned for when the British Library vacates the Bloomsbury site.

In the meantime, the North Entrance hall and staircase is graced with a small but choice selection of its Korean goods, including the beautiful Koryo celadons, bronzes and sculpture, and such various rarities as 5th-6th century gold ear pendants, a 13th century lacquer sutra box inlaid with mother-of-pearl, and an 18th century ink portrait of a weary-eyed Confucian scholar.

Correction
In the late editions of Wednesday's paper the London Philharmonic Orchestra was erroneously described as the London Symphony Orchestra.



Steve Ramsden and Wendy Hewitt

The Round Table

LYRIC STUDIO, HAMMERSMITH

The first performance of *The Round Table* by the East German playwright, Christoph Hein, took place in Dresden in early 1989 and must have been electric. Even after the Berlin Wall has been dismantled and the German Democratic Republic has become a thing of the past, the British premiere at the Lyric Studio in Hammersmith still sheds light.

The Round Table is about the disintegration of the East German regime done in the guise of the Arthurian legend. It is not a frontal attack on the regime itself. The portrait of Artus, the general secretary of the party or otherwise King Arthur, is far too kind to bear much relation to Erich Honecker, the man who went down with the wall. The play is a lament for ideals that failed to be achieved and perhaps were unachievable. Its strength lies in showing the regime's increasing isolation from the rest of the world and from the younger generation.

East Germany is never mentioned; nor are any modern politics directly. The characters take their names from the knights and ladies of the original round table, though they wear modern East German dress. The central committee and the old knights are presented as two of a kind, starting off well but degenerating. They set out in pursuit of the grail, which they discover is either unattainable or does not exist. In time and in varying degrees they lose their faith.

Gawain, the itinerant knight whom we never see, writes

a letter to say that he is not coming back. Lancelot does return, but without the grail. Parsifal, who came as close as anyone to finding it, has taken to editing a political magazine, but remains a member of the central committee. Morguet, son of Artus, represents disaffected youth, not so much hostile to the regime as totally uninterested. Sexual infidelity abounds; the women are allowed to sit at the round table.

No-one watching this play in Dresden in 1989 could have doubted that it was close to the bone. One of the women notes that there used to be parties every night. Now the place has become a morgue; there is no laughter any more. One of the knights says that the way to get out of it is to have a tournament, presumably on the lines of the Olympic Games.

We gave a good review to Christoph Hein's *The Story of Ah Q* at the Soho Poly last year and also praised in passing his novel "The Distant Lover". Born in 1944, he did not become an East German defector. The challenge now is to go on writing in a united Germany. He could become one of the very best.

Praise all round to the Cracked Mirror Company whose production it is. The company is looking for sponsorship and deserves to get it. *The Round Table* is directed by by Olivia Fuchs, who is a co-founder of the Cracked Mirror.

Malcolm Rutherford

The Featherstonehaughs

THE PLACE

The six men who are The Featherstonehaughs wear grey suits, white shirts (no ties) and clunky shoes. Hats come and go, as do jackets, but a permanency is the deadpan manner in which they perform. As novocaine about the face as Buster Keaton – but far less witty or daring in action – the team are displayed in movement cameos devised by Les Anderson.

Miss Anderson's choreographic vision relies heavily upon mimetic gesture, flailing arms and sudden kicks, with the occasional burst of something more taxing. It is a style which teases the imagination for about three minutes, then settles into predictability, and there are limits even to *déjà vu* as a creative

procedure. The Featherstonehaughs' new programme, to be seen at The Place until the end of this week, passes itself off as a "Big Feature", but it amounts to no more than a sequence of a dozen revue sketches of dubious merit. These little dance scenes rely upon a severely limited vocabulary to make heavy-footed jokes which neither probe into masculine attitudes, or, as the show might hope from a female choreographer – mock them with any satiric verve.

Legs, legs is inspired by Irish jigs, but is not so nimble or bizarre as the real thing. A *comet on my flip/flop* (there is so much roughness to the evening in titles as in staging) has a swipe at

Egyptian dance, without being anywhere near as elegantly grotesque as Wilson, Koppel and Betty, of blessed memory and sand-box. Other numbers find the men smoking while listening to a record (inexplicable), or fighting, or, tastefully, pretending to be bombed.

It is all, I suppose, frightfully jolly, and not a little amateurish, as the chaps – known only by their first names – wear themselves out the public (which they assuredly do) and occasionally chat, and thank everyone for being so wonderful and helpful, and thank us for coming to see them. It is that sort of an evening, and I wish it wasn't.

Clement Crisp

François Le Roux

WIGMORE HALL

The stars were shining on François Le Roux the night he was born. Not only did they give him a wonderfully expressive voice and a natural ability to communicate; they also set him down in France, so that when he grew to adulthood he would become the prime example of a rare species which is only to be seen once in any generation – the born interpreter of French song.

That Le Roux is now the leading singer in that area can hardly be open to question. In every conceivable way he sounds French, starting from the very timbre of the voice, a dryish baritone, but one with a distinctively Gallic kind of beauty, poignant, seductive, vulnerable. This singer is without doubt a poet in his own language. What a gift there is

between the real thing and the efforts, however well-intentioned, of foreigners.

To make any meaningful comparisons, one has to look back to the greatest of his French forebears. His recital last night, for example, included a couple of Fauré's *melodies*. Of these, "Prison" was recorded by both Bernac and Souzay, the former with marvellous verbal intensity, the latter with more beauty of sound. And it is Souzay that Le Roux recalled through his singing of the piece ended with a heartrending final phrase which even that singer did not equal.

As though to show off his versatility, this programme ranged widely. A *Liège* group displayed the extra fullness of tone that the singer can bring

to German *Lieder*, though the songs themselves were not very interesting. A further German section then followed with a mixture of "Peregrina" settings to words by Mörike, half by Wolf, passionately sung, half by Schoeck, the latter wandering down much the same tortuously chromatic paths.

Best of all, though, was Debussy's *Pâtes galantes II*, soaked in feeling. There the rhythm of the words was so natural, so fluid, that the listener felt caught in their flow. Finally, to end, we had Ravel's *Don Quichotte* songs, vibrant, amusing, teasing, except for an earnest note or two in Irwin Gage's otherwise fine accompaniments.

Richard Fairman

INTERNATIONAL ARTS PREVIEW & EXHIBITIONS

There is an unusually rich selection of operatic fine nights in the coming week. The annual Handel Festival in Karlsruhe opens tomorrow with the first performance in Germany of Arianna in Creta (1734).

Tomorrow also sees the first night of a new production of the Royal Opera, Stockholm, of Donizetti's *The Aspern Papers*. Elisabeth Söderström sings the role of Juliana Bordereau, which she created when the Henry James-inspired opera was first staged in Dallas in 1988.

On Sunday, the young Soviet star baritone Dmitry Hvorostovsky sings the title role in Andrei Serbin's new production of Eugene Onegin at La Fenice, Venice.

Monday sees the first performance at the Met of Katya Kabanova, conducted by Charles Mackerras, staged by Jonathan Miller, with Gabriela Benackova as Katya and Leonie Rysanek as Kabanicha. On Tuesday, Myung-whun Chung conducts Andrei Konchalovsky's production of The Queen of Spades at the Opéra

Bestlife in Paris, with a cast led by Regine Crespin, Vladimir Popov and Sergei Leiferkus. Barcelona and Milan are staging two major operatic revivals this weekend. The Gran Teatre del Liceu in Barcelona has unearthed *Una cosa rara* by the late 18th century composer Vicente Martin y Soler. Born in Valencia, he made his debut as an opera composer in Madrid at the age of 22, and produced operas successfully in Naples, Turin and Venice. *Una cosa rara*, written in Vienna in 1785, for a time eclipsed Le nozze di Figaro in popularity. Martin y Soler died 20 years later in St Petersburg, where he had gone to work for the Russian court.

At La Scala, Milan, Riccardo Muti conducts *Donizetti's Lodoika*, written for Paris just after the French Revolution and bearing some of the characteristics of the French opera-comique, particularly in the ensembles and spoken recitatives. The plot is a full-blooded Romantic one, and the music – somewhere between Mozart and Beethoven, but not so inspired – is just the kind at which Muti excels. The staging is by Luca Ronconi.

Shrugging off fears of falling audience figures as a result of the Gulf war, London's West End has a burst of first nights starting with Ben Elton's new comedy *Silly Cow* at the Haymarket (Tues), the Broadway musical *42nd Street* at the Dominion (Wed), and Peter Hall's new production of *Twelfth Night* at the Playhouse (Thurs), with a cast including Eric Porter.

EXHIBITIONS GUIDE

AMSTERDAM
Rijksmuseum Dutch Drawings from the Collection of Mada and George Abrams: 115 drawings mainly from the early 17th century, including work by Vermeer, De Gheyn, the Ostade brothers and Rembrandt and his school. The Abrams' collection, gathered over the past 30 years, specialises in genre compositions and figure studies, but also includes coloured drawings of flowers and animals. Ends April 28. Closed Mon

CHICAGO
Art Institute Modernist Photography, a selection of new acquisitions featuring early modernist work by Alexander Rodchenko, Charles Seeler, Edward Weston and Andre Kertész. Also included is a rare photograph by Nadar (1820-1910) of the inside of a helium balloon, predating by several decades the abstract light experiments of early modernist photographers. Ends April 21. Also High and Low: Modern Art and Popular Culture. The exhibition looks at the 20th century dialogue between art and commercial culture, with its impact on product and package design, comic strips, advertising and museum masterpieces. Among the artists represented are Dubuffet, Duchamp, Warhol and Picasso. Ends May 12. Daily

LAUSANNE
Fondation de l'Hermitage Mario Avati (b 1921): 200 drawings, engravings and sculptures which capture the Monaco-born artist's gift for the poetic and the humorous. Ends May 20. Closed Mon

LONDON
Aristide Italia Italy by Moonlight: The Night in Italian Painting 1550-1850. Nocturnal scenes ranging from the Garden of Gethsemane to fireworks in the Colosseum. Carracci, Lotto and Bassano are represented, as well as Vermeer, Rembrandt, Elsheimer, the Norwegian landscape painter Johan Christian Dahl and the Austrian Michael Wutky. Ends March 2. Closed Mon

BARCELONA
Centre The Apotheosis of Love: a centenary tribute to the English painter Stanley Spencer, with 65 works drawn from collections around the world. Also Man Ray: Bazaar Years, 175 photographs highlighting Man Ray's contribution to fashion photography from 1922 to 1942. Ends April 1. Daily

MADRID
Fundación Juan March Picasso: Portraits of Jacqueline. The exhibition covers the period 1954-1971, and brings together 100 paintings, sculptures and prints inspired by and dedicated to Picasso's last wife. Ends April 28. Daily

MILAN
Palazzo Reale Settecento Lombardo: sacred and profane art from 18th century Lombardy, including 200 paintings by Crespi, Ricci and Borroni, and 100 sculptures and engravings by Calegari, Salterio and others. Ends April 28. Daily

MUNICH
Leibnizhaus Paradoxes of Everyday Life: an exhibition of work by six contemporary artists from Antwerp, portraying everyday objects in a surreal setting. Ends April 7. Closed Mon

NEW YORK
Brooklyn Museum Alfred Bierstadt: Art and Enterprise. Focusing exclusively on the work of the American landscape painter Bierstadt (1830-1902), the exhibition includes 74 oil paintings ranging from small plein-air sketches to the monumental western panoramas for which he is most famous. Bierstadt's use of theatrical presentations to promote his work is recreated as part of the exhibition. Ends May 5. Also Monet and his Contemporaries: Impressionism and Post-Impressionism. Five Monet landscapes from the permanent collection are included, along with paintings by Pissarro, Matisse, Bonnard, Cézanne,

Toulouse-Lautrec, van Gogh and Picasso. Ends June 3. Closed Tues

PARIS
Centre Georges-Pompidou Juan Gris: Drawings 1915-1921. A collection of 30 drawings from Valencia showing the vitality of colour that characterised Gris' work in comparison with other Cubists of the period. Ends April 1. Closed Tues

STUTTGART
Fondation Moma Bismarck Retrospective of the symbolist artist Emilie Bernard (1858-1941), with 60 paintings and 50 drawings and engravings. Bernard's theories and use of thick contours, flat strong-coloured surfaces and refusal of perspective influenced Gauguin in his Pont Aven period. Ends March 16. Closed Sun

TORONTO
Museum Boymans-van Beuningen Christopher Wool: recent paintings. In his first European exhibition, Wool (b. 1955 Chicago) presents 40 works on the theme of language in painting, which he handles with more than a touch of irony. Ends April 7. Also Alfred Elkelenboom: utopian models, a collection of rectangular and spherical objects developed by the Dutch architect Elkelenboom (b. 1936) over the past 20 years. Ends March 17. Closed Mon

VIENNA
Stadtsbibliothek Acquisitions 1883-1890: a collection of drawings and engravings by Old Masters from the German, Italian and Dutch schools, including a Rembrandt. Among the 19th century French prints are several by Bredin, Bonnard, Vuillard and Roussel, also some modern French and German drawings. Ends April 15. Closed Mon

WOLFGANG
Kunsthof Roberto Capucci: Gowns as Armour, fashion in steel and silk from past and present. Ends April 2. Also Mozart in Vienna, an exhibition for the Mozart bicentenary. Ends Sept 15. Daily

Friday February 22 1991

Shady dealing by UK plc

WITH ITS publication of the report on the sale of Rover Group to British Aerospace, the House of Commons Trade and Industry Committee has provided the synopsis of a pulp novel. It is a story of financial manipulation and deception; of embarrassment in high places and outrage in lower ones; of dubious ends pursued by underhand means.

Unfortunately, the prose of the report lacks the required zip. "We conclude," it says, "that the sale of the Rover Group to British Aerospace may well have been the best solution within the context of the government's policy of privatisation, but we deplore the fact that attempts were made to conceal certain important aspects of the sale agreement from the House of Commons." Such pompous moralising, however justified, will never go down well in the airport pulp book market.

What is needed is a clearer approach. The story begins with the order from Margaret Thatcher, strong-willed chairman of UK plc, to thrusting Lord Young, chief executive of the Department for Enterprise (formerly Department of Trade and Industry) to sell its loss-making Rover Group subsidiary at any cost. But the shareholders' committee (also known as the Houses of Parliament) protests bitterly against the notion of a sale to any subsidiaries of rival foreign conglomerates.

Regional assistance

At this point, determined Peter Sutherland, head of the European Commission's competition authority, intervenes. The proposed deal, he insists, is bad both for the shareholders and for competition. The cash injection must be reduced. After much debate, the cash injection by UK plc is reduced to £200m, plus £70m in regional assistance.

The burden of unification

TAX INCREASES in Germany, to finance the growing costs of unification, are now on the agenda. Regrettably, their form and scale remain unknown. The German government appears finally to have acknowledged the scale of the task in incorporating the eastern Länder into the west German economy. Yet even if taxes are raised, the strains of adjustment will continue to be felt, both in Germany and the rest of Europe.

The German government continues to run merely to stand still. Mr Theo Waigel, the German finance minister, has finally dropped the pretence that tax increases could be avoided other than to finance Germany's contribution to the war. Meanwhile the federal budget for 1991, agreed at Wednesday's cabinet meeting, appears likely to be out of date even before it can be agreed in parliament. The governing coalition partners met last night to discuss the tax increases that will be needed to finance the extra spending in the east over the DM80bn already budgeted for 1991.

Higher spending will prove necessary because the economic situation in east Germany continues to deteriorate. Production in the east has collapsed, while the combination of rapidly rising real wages and insufficient productive capital means that unemployment in the east will continue to rise this year. The eastern Länder are unable to support their unemployed or to finance necessary infrastructure investment. Private investment will not be forthcoming until this public investment occurs. Substantial fiscal transfers from west to east will continue for many years to come.

Rising deficit

The federal government and the western Länder have refused to recognise the scale of the fiscal commitment that unification has brought. This year's public sector deficit is likely to exceed 5 per cent of gross domestic product. Maintaining a deficit of this scale for a number of years would mean passing the entire fiscal cost of unification to future generations, in addition to the

higher interest rates that are already being imposed both upon Germany and the rest of Europe.

West German taxpayers should bear a larger proportion of the cost. It is they who will obtain much of the benefit when economic growth returns to the east. Yet the German government has continued to resist tax increases. An unspecified, but probably minor, rise in fuel taxes will probably take effect in July. A more radical package of direct and indirect tax increases is needed, combined with a redirection of indirect tax revenues from the western to the eastern Länder. This lost revenue in the west should be met in part by cuts in local spending, not by increased borrowing.

Higher interest rates

Yet the need to re-direct private capital to the east would continue even if the government budget deficit were scaled back. The inflow of capital into Germany requires an offsetting fall in the German current account surplus, already down 20 per cent in 1990 compared to 1989. A shrinking current account surplus requires a real appreciation of the D-Mark, as investors move capital into Germany.

The needed real appreciation will occur either by a revaluation of the D-Mark within the exchange rate mechanism or by a higher inflation rate in Germany than in other European countries. The political capital invested in the current set of exchange rate parties, particularly in France, may preclude a realignment within the ERM. But the Bundesbank is, and will remain, determined to avoid a rise in German inflation above its current level. For the rest of Europe, therefore, a period of high interest rates is in prospect.

The German government must accept that a share of the costs of unification must be imposed upon west German taxpayers as soon as possible. But a substantial part of the adjustment will fall on the rest of Europe, whatever Germany does. In refusing to contemplate a realignment of the D-Mark the European governments must accept that this adjustment will be painful.

Important morals

Like any good story, this one has some important morals. Arranging a private sale to one buyer was bound to cause trouble. Combined with government's determination to sell, this led to concealment of the sweeteners it felt obliged to offer.

The indignation of the parliamentary committee about the concealment is a little ridiculous since it endorses the decision to give British Aerospace exclusive negotiating rights and accepts "the argument of Rover's board that competitive bids would have seriously damaged the business". Yet an open auction would have deprived British Aerospace of its leverage. The committee fails to recognise that the ultimate cause of the concealment about which it complains was pressure against an open auction.

The episode leaves a bad taste in the mouth. But its principal lesson is the malign consequences of economic nationalism. The British car industry is being revived, but not under British ownership. The attempt to preserve such ownership in the case of the Rover Group led to a great deal of shady behaviour. The government must bear the blame, but the pressures upon it provide the explanation.

The annual opening of the Indian parliament is normally one of those stately events that India, with its nostalgic taste for pomp and ceremony, likes to savour. But yesterday's address by the president reflected the divisions and disquiet of this unhappy country which is experiencing the twin blights of political paralysis and economic crisis.

After Wednesday's announcement of the postponement of the budget - which was expected to usher in deeply unpopular measures - there is increasing talk among diplomats and officials of the risk of India drifting towards economic mismanagement, and of the inevitability of a debt rescheduling.

In the highest circles of the administration, the word is that Mr Chandrasekhar, the prime minister, Mr Yashwantrao Chavan, the finance minister, and Mr Rajiv Gandhi had all been convinced of the need for radical action - "otherwise we face a Latin American situation", as one senior official put it. A diplomat echoed his words: "They don't have good options. It is a hard time."

Yet in spite of the urgent need for deficit-cutting measures, it was Mr Gandhi, former prime minister, who pushed for a delay in the budget for what have been criticised as short-term electoral gains. The postponement was part of the price demanded by his Congress party from Mr Shekhar for its continuing support, without which it would collapse. The Congress feared a harsh budget could damage its prospects in the Tamil Nadu state elections due in April and thus its chances in general elections that might follow later this year.

Budgets have been postponed on previous occasions - normally to give time to a new government to find its feet. But never has it been done for the blatantly partisan purpose of avoiding unpopular tax increases and

Whatever euphoria there was in the business community is fast disappearing as India heads for recession

expenditure cuts that could impair a party's electoral chances.

As if to compound the atmosphere of drift and political manoeuvring, the two major opposition groups boycotted the president's speech. The Hindu Bharatiya Janata Party (BJP) was protesting at the decision to postpone the budget, due to have been presented next week; and the alliance between former prime minister Mr V P Singh's Janata Dal party and the left stayed away in protest at the president's recent dismissal of the elected government in Tamil Nadu. Mr Shekhar was again pushed into this move by Mr Gandhi, himself responding to pressures from his own Tamil allies. Thus in the largely empty central hall of parliament, President N Venkataratnam read his speech only to members of the government and their supporters - a parliamentary party of just 54 in a house of 524. Overnight, the prime minister had lost his foreign minister and four other ministers - forced to resign after being disqualified by the speaker for illegally switching parties. No other administration in India's post-independence history has seemed so fragile and so short of talent - with the notable exception of Mr Shekhar himself who has dumfounded his critics by his political astuteness and flexibility.

"Never before in the history of independent India has parliament met in circumstances such as those prevailing now," began an editorial yesterday in the Economic Times, the country's leading newspaper daily.

Beyond the immediate perimeter of parliament, a bomb explosion at Gha-

As political manoeuvring again takes centre-stage in India, economic collapse waits in the wings, writes David Housego

A passage to paralysis

ziabad, an industrial town near Delhi, that killed 15 people, was a recent reminder of the hatred that continues to divide Hindus and Muslims in much of northern India. With the Punjab and Kashmir largely under the control of militant separatist movements, social tensions threaten to erupt at any moment, exacerbating the frail economic situation.

Whatever euphoria there was in the business community at India's record rates of economic growth in the late 1980s is fast disappearing as the country heads for recession. The stock market has recently plunged 40 per cent in two months.

Bajaj Auto, India's largest motorcycle manufacturer and a benchmark for the engineering industry, has laid off 3,000 people. Inflation has doubled in a year to more than 12 per cent, as stagflation becomes a growing problem for industry. In a country where the poor live on the borderline of starvation, prices have become the main political issue.

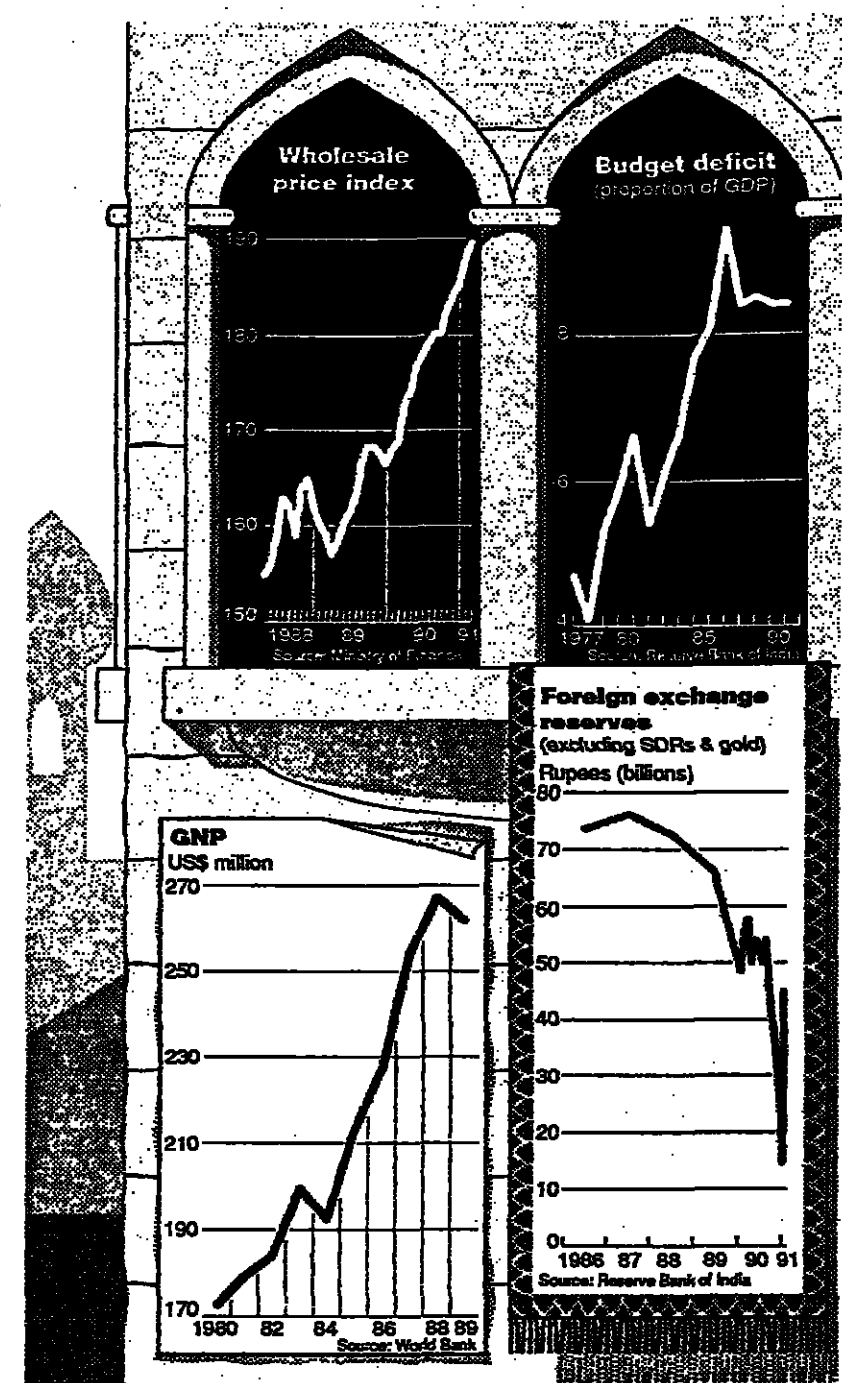
Already in early January India was close to technical default. Foreign exchange reserves had dropped to Rs15.7bn or the equivalent of two weeks of imports. This was despite the sale, since November, of virtually all India's holdings of long-term foreign securities which helped provide cover to the currency. The sale was preceded by a revaluation of India's official gold stocks.

In late January the reserves were boosted to the equivalent of about six weeks of imports by an initial \$1.6bn borrowing from the International Monetary Fund. This was made on the understanding that India would reduce its budget deficit in fiscal 1991-92 to 6.5 per cent of gross domestic product from the 8.2 per cent anticipated in the current financial year. The IMF loan was expected to have been followed by a second \$2bn stand-by credit with more stringent conditions, that would have been negotiated in the wake of the budget. Both the IMF and the World Bank are apprehensive that India will slip into a debt trap by taking on fresh borrowings without carrying through the stabilisation measures and structural reforms enabling it to generate the exports needed to repay the debt.

An IMF team was due in India in late March after the budget had been passed to assess the credibility of the measures and discuss future policy. On the fate of these negotiations hinged additional borrowing and assistance from bilateral donor nations and the commercial banks.

With the budget postponed, and the planned visit of the IMF team now in doubt, India faces the prospect of a further rapid depletion of its reserves or draconian import curbs. It was the unprecedented gravity of the situation - particularly the jolt to national pride of selling the country's holding of foreign securities - that convinced many senior officials and western diplomats that the government intended a tough budget.

But as the debate continued over recent weeks, and as political expediency came to outweigh economic logic in oil prices, it became clear that the



government was exploring a less painful approach. The IMF-style adjustment programme had encountered opposition from high-level civil servants who believed it was inappropriate and would impose unnecessary strains on India's complex and fragile society. Such views, seen by Moody's, the US credit-rating agency, as complacent, were a big factor in Moody's downgrading of India's rating by two points in October.

Even factions of Mr Shekhar's own party were not in favour of an austere budget. The farmers' lobby, led by Mr Devi Lal, the deputy prime minister and minister of agriculture, was particularly resistant to a proposed cut in fertiliser subsidies. But the clinching blow came from Mr Gandhi, who was

worried that his party would not triumph in the Tamil Nadu elections. There is no certainty, once these elections are out of the way and a general election looms, that he will be any more prepared for a tough budget in May, the next most likely date.

Though the Gulf crisis has added greatly to India's problems - costing the balance of payments account an extra \$2bn this year - it is by no means the cause of them. Large and cumulative current account deficits have built up an external debt of more than \$70bn and repayments that exceed 30 per cent of export earnings.

This financial year the deficit is likely to be \$9.5 to \$11bn. In financing this, India can count on net capital inflows from aid, deposits by Indians

living abroad, and commercial borrowing of Rs5.5bn. The draw-down on the foreign exchange reserves, borrowing from the IMF, and from the public sector, provide another \$4bn. But India faces a potential shortfall of \$1.5bn.

In 1991-92, with the foreign exchange reserves depleted and the second slice of an IMF loan under review, the situation could be in doubt, the shortfall could be as much as \$3 to \$4bn. Ministers of the IMF and many Indian economists see the balance of payments problem as the reflection of the far more deeply rooted difficulty of continuing growth and no longer sustainable foreign aid. These stem from a trend that grew worse under Mr Gandhi's leadership: higher economic growth was achieved through greater liberalisation but accompanied by increasingly loose macroeconomic management.

Total government borrowing - consolidated deficits of the central government and the states - is now more than 10 per cent of GDP. It is therefore equivalent to total household financial saving - meaning that additional investment is increasingly being financed out of inflation or foreign borrowing.

The main reason for the rising fiscal deficit has been the government's failure to check its own current spending. This now absorbs 24.4 per cent of GDP - an increase of 7 percentage points over the 1980-85 period. Half of the increase has come from the rise in interest payments on government debt and the rest from defence, and food and fertiliser subsidies.

As a result, the government's borrowing to finance its own consumption has risen sharply from Rs3.5bn in 1981-82 to Rs147.3bn in 1989-90, and perhaps Rs190bn this year. Current spending, public sector investment has been squeezed and interest payments absorb a growing proportion of government revenue (currently 20 per cent).

Both the World Bank and the IMF told the government that the proposed cut in this year's budget deficit to 6.5 per cent of GDP was too small. Even before the budget was postponed, there were doubts that the government would actually achieve the target. The deficit has badly overshoot in the past three years - or that sufficient weight would be given to cuts in expenditure.

Apart from these stabilisation measures, the IMF is also pressing for a medium-term package of structural reforms to improve the competitiveness of the Indian economy and its export potential. These would include lower protective tariffs, industrial deregulation, privatisation, reform of the financial markets and increased foreign investment.

There is no sign that this type of programme - already being implemented in neighbouring Pakistan, Bangladesh and Sri Lanka - is under serious consideration. One problem is that though India has a planning commission whose responsibility is long-term physical investment, it has no mechanism for looking at medium-term structural reform.

The one recent attempt to set out a medium-term programme came in a cabinet paper prepared in June by Mr Montek Ahluwalia, then economic adviser to Prime Minister V P Singh. But its integrated approach of market-oriented reforms - including budget stabilisation, deregulation, tariff reform and a more open policy on foreign investment - ran into strong resistance from senior bureaucrats. Among those who criticised the approach were Mr Bimal Jalan, the former finance secretary, and Mr S P Shukla, the current finance secretary.

Most observers see no end to the political instability that gave rise to the decision to postpone the budget. The president warned at the new year that Indians must get used to coalition government. The risk - as this week's events have shown - is that it will be populist government as well.

Power vacuum

■ Hong Kong is soon to have a new financial secretary. The successor to Sir Peter Jacobson in the potentially powerful job - third in seniority behind the governor and the chief secretary - will be 51-year-old Hamish Macleod.

The slightly built introvert has been promoted fast in the past three of his 25 years in the Hong Kong civil service. But although he is ranked second in the financial hierarchy, he was not the first choice to head it.

Governor Sir David Wilson trawled the external world for a more substantial recruit for the job with a salary of around £100,000 taxed at 16 per cent and perks including an elegant house. Among the people unsuccessfully approached, it seems, was Sir Peter Middleton, the UK Treasury's permanent secretary.

Before Jacobs took the post five years ago, the financial secretaries were often extremely potent, working alongside the governor over the chief secretary's head. But not so Jacobs, who looked lost during the 1987 financial crash, makes public gaffes, and has been sidelined by present chief secretary Sir David Ford.

While Macleod will almost surely be the last non-Chinese incumbent, he was preferred to two ethnic Chinese candidates - trade secretary John Chan and Mrs Anson Chan, economic services secretary. Another unsuccessful candidate was John Yaxley, Hong Kong's commissioner in London. His disadvantage was probably that he is less close than Macleod to the two all-powerful Sir Davids.

Cockpit chatter

■ Is Norman Tebbit, MP and former BOAC airline pilot, on final approach for the chairman's job at the Civil Aviation Authority?

OBSERVER

The UK airline industry is excited by a report that the ex-chairman of the Conservative Party was seen close to the CAA's Kingsway headquarters. Sir Christopher Tugendhat leaves the £87,000-a-year job in May to become chairman of Abbey National, and so far the political radar has failed to pick up his successor.

Of four CAA chairmen to date, Tugendhat and Lord Boyd-Carpenter have been politicians, Sir Nigel Foulkes a businessman, and Sir John Dent an engineer. Given that British civil aviation is undergoing its biggest shake-up in years, the betting is that another politician will be asked to climb into the CAA cockpit.

Old FT hand, tells me he has never been approached nor stepped inside the CAA for more than 18 months. He is standing down as an MP after the next election. But as that won't happen before the CAA post becomes vacant, it seems to rule him out.

Or does it? "One is always reluctant to dismiss ideas out of hand" he says.

Burning issue

■ Despite the Gulf war, members of the French government have found time and energy for a wonderful public argument about a new brand of cigarette.

Last summer, as part of its campaign against tobacco addiction, the government introduced a law to curb cigarette advertising before banning it altogether in 1993. The law would also ban the promotion of cigarettes even indirectly, by means of logos on clothes and suchlike.

But behold, the state cigarette monopoly SEITA has found time and energy for a French manufacturer of casual wear for adolescents, to launch a new cigarette



"He's rather proud we can afford a war and a recession at the same time."

under the Cheviot brand-name. No doubt it's good marketing. The dated style of the leather Cheviot jackets, modelled on American flying jackets of the 1950s, has made them the smartest thing among the young. But a furious row has broken out between the health minister, who says it is intolerable and illegal, and the budget minister who maintains it is good to promote French (rather than American) cigarettes.

Now Prime Minister Michel Rocard has declared that the situation is "not acceptable" and must be put straight. We shall see.

Family question

■ If any one event precipitates Kleinwort Benson's eventual decision to get out of the securities business, it will be last year's expensive fiasco over the placing of the Burmah stake in Premier Consolidated Oilfields. At the time, there were those

who admired Kleinwort's loyalty in sticking with its client and not trying to cut its losses by hawking the 30 per cent stake to would-be predators. However, Premier has now ditched Kleinwort and moved across to US Phillips & Drew. Poor execution seems to count far more than loyalty these days. Premier's Roland Shaw may come to regret this cavalier attitude. But for the moment it has again focussed attention on Kleinwort's weaknesses.

Does it hang on in the hope of a return of the bull market or try and sell the securities business before it disintegrates? That's what the debate is all about in the Kleinwort family, at least.

Over the top

■ The Bank of England yesterday obtained a provisional liquidation order against the Rafidain Bank, Iraq's largest financial institution. Is this the breathlessly awaited sign that the ground attack is about to begin?

"We have absolutely no knowledge of that" said a Bank official, explaining that it was merely trying to protect Rafidain's depositors, some of whom are British banks.

Twist

■ Two missionaries, a Dominican and a Jesuit - were arguing if it was a sin to smoke and pray at the same time. Unable to decide, they agreed to ask their respective superiors.

When they met again, it turned out that the Dominican had been told it was a sin whereas the Jesuit had been told it was permissible.

"Well, my superior was absolutely clear," the Dominican explained. "I went up and asked if it was all right to smoke while praying, and he said no."

"Aha," the Jesuit replied. "I asked if it was all right to pray while smoking."

Do supermarkets make super profits, and do shoppers care?

Gone are the days when the big chains piled grub high and sold it cheap.

Now they offer fancier food, at fancy prices.

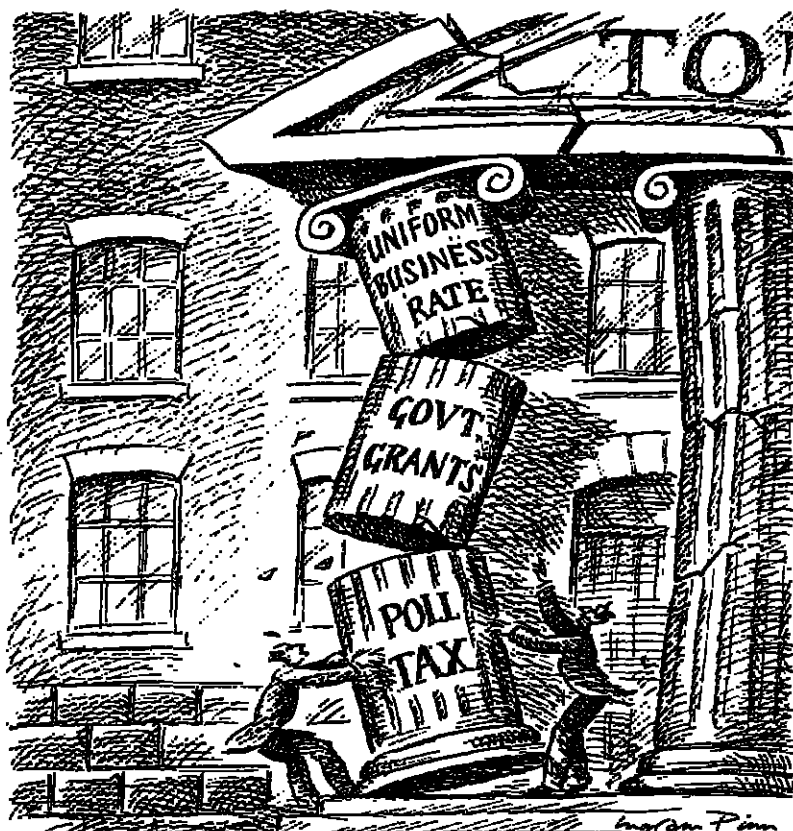
Time for some new competition?

The Economist

POLITICS TODAY

Stubborn ideology piled upon stupidity

By Joe Rogaly



rates should remain for the foreseeable future the main source of revenue for local government," said paragraph 2.15. In 1985 in came yet another environment secretary, Mr Kenneth Baker. The old firm compared its fifth ministerial wish. It turned out "Paying for Local Government", the 1986 white paper that introduced the community charge. This was not yet at its worst: it was to be phased in "over a period of 10 years". It took a subsequent Tory conference to perpetrate the ultimate madness of doing it all at once.

Do not misunderstand me. None of this is a criticism of the officials at the Department of the Environment. They were doing their duty, with some success. It was the locally initiated taxation. The uniform business rate was introduced. Whitehall sets the level according to the retail prices index and allocates the proceeds to the councils. The effect of this is dramatic. In the words of the all-seeing 1981 green paper, "central control of non-domestic rate poundages" would lay all the burden on a "lumpy" domestic tax of some sort.

I would put it another way. Uniform business rate will either reduce local government to a rubbish-collecting rump, or put the kibosh on any reform proposals that may be devised during the current panic under Mr John Major, or both. Here is why. In 1979 about 60 per cent of local authority spending was covered by government grants. The proportion has been pressed steadily downwards since then, reaching 42 per cent in the current financial year — less if you exclude bribes handed out to alleviate the effect of the poll tax. We believe in a strong local democracy would be delighted with the trend-line described by these figures if the rest of the bill was being met by locally-initiated taxation. That

would indicate a growth in the independence of locally-elected bodies.

Until the year to last April, just such growth was enjoyed. Local rates covered 40 per cent of local spending in 1979 and 53 per cent 10 years later. The business rate is, however, half of that 53 per cent. Take it away, give control to Whitehall, and everything falls on the lumpy poll tax. Business makes no incremental contribution to local discretionary expenditure. Treasury miscalculations of the rate of inflation, or sudden lurches in unforeseen costs. Everything directly hits the poll tax, which accounts for 28 per cent of spending this year. The result is the famous gearing effect: £1 of additional spending by a local council translates into nearly £4 on the poll tax. It is financially murderous.

Most of this analysis is well understood. What is not widely appreciated is that the same gearing will apply for

so long as government grants are kept down and the uniform business rate is left untouched. Say a capital-value based rate is put in place of the poll tax and nothing else is changed. The rules of arithmetic do not change either. All the burden of discretionary spending falls on the new rate. It may be levied according to ability to pay, which would be an improvement, but it will remain lumpy, and subject to lumpy increases. Simply replacing the poll tax, therefore, will not do. Against that, reverting to a locally-determined rate on non-domestic properties would be widely opposed by a business community that is growing accustomed to the UBR. Mr Major is in enough trouble with what must be called the Old Right as it is.

A local income tax would also outrage much Conservative opinion, and too many voters, to be worth contemplating. Well then, how about a sales

tax? The 1981 paper argued eloquently against it; the 1983 paper said it was "least favoured"; and the 1986 model savaged the idea. They were probably right. Cross-border shopping would be an almost insurmountable obstacle in so small a set of islands as these.

There is only one option left: throw in more taxpayers' money, in the form of grants. The civil service knew this in 1981, but they it was not impressed. "Any... hypothecated grant... would... require an increase in central government manpower, probably without any offsetting reduction in local authority staff," according to one of the politely-phrased objections in the green paper. Whitehall knows by heart the arguments about direct funding of the police, firemen, and so on.

Such administrative objections can be overcome. The education department could simply fund teachers' salaries, sending grant cheques to local town halls or salary slips to schools. Higher education could be taken out. Schools could be encouraged to remove themselves from local authority control. But the underlying arithmetic cannot be changed. Mr Major might hope to halve the poll tax by further centralisation. If he did, the gearing effect would be doubled, however little there was left for local government to do, extra unforeseen costs would be magnified many-fold and presented as a lumpy addition to the remaining community charge. Of course, the net cost to the rate or chargepayer would be smaller than it is today. If we enter a period of low inflation the overall effect might be just acceptable to future voters.

Yet if this is the route the government chooses it ought to be accompanied by a statement of intent to wind up most of local government. Mr Heseltine's plan to abolish some of the county councils and provide for directly-elected mayors would be a sham; the mayors would be mayors of nothing, the councils mere agents for central ministries.

The better route is to set out a plan for maximising locally-raised finance and thus local autonomy. The Liberal Democrats do this with their local income tax. They can afford such courage: they are not about to become a government. Labour went through all the agonies described above before settling on a domestic rate. The party shrank from local income tax but would restore the local authorities' power to set the business rate locally. Come to think of it, Mr Gould's paper "Fair rates" sets out a strategy that, with few modifications, would be an ideal one for Mr Major to take — always assuming that his basic aim was to support local government.

But then perhaps it is not I am led to believe that the prime minister is a Jane Austen enthusiast. He might revisit Emma and focus on Mrs Elton, who remarks: "One has no great hopes from Birmingham. I always say there is something dreadful in the sound." If he is not careful in his choice of direction for Britain's local government, most of its cities will come to sound dreadful to Conservatives.

LOMBARD

Why risk should be expensive

By Norma Cohen

Imagine this. You have had your licence suspended three times for drunk driving and reported your car stolen twice. Your neighbour, meanwhile, has an unblemished driving record and has never been reimbursed for auto damages.

Any chance you will both pay the same insurance premium? Not on your life. But if you were an American bank — or savings and loan institution — insured by either of the two federal deposit insurance schemes, that is exactly what would happen. Although premiums paid by banks and thrifts to the federal insurance schemes were equal, the insured institutions have since bankrupted both of them and taxpayers have been left holding the bag.

It is impossible to escape the conclusion that the deposit insurance system is largely to blame. It encouraged bank officials to take risks, knowing they would never be asked to shoulder the burden of failure. The Treasury's plan to rewrite deposit insurance legislation as part of its bank reform initiative is a step in the right direction. Most significantly, it limits the availability of deposit insurance to cash speculators. But it fails to make the most critical connection — that between the risk presented by a bank's assets and the insurance premiums it pays.

First, the new insurance scheme should base premiums not on deposits but on assets. A "points" system could be used to describe levels of risk posed by different classes of assets. For instance, mortgages on properties in which the thrift also has an equity stake should carry a higher premium than mortgages on single-family owner-occupied residences. Similarly, mortgages with loan-to-value ratios of more than 80 per cent should be more expensive to carry than others. Thrifts which wished to hold portfolios of junk bonds or invest in race horses or fast-food outlets would be forced to pay higher premiums still.

For banks, not only must classes of assets be rated in terms of the risk they carry, but an effort must also be

made to reward institutions which lower risk through diversification. Thus, it is necessary to abandon the McFadden Act restrictions limiting interstate banking activities and to encourage a wider mix of lending activities.

None of this would prevent bank failure. It would just make risk more expensive. Furthermore, it would flatten the insurance pot against the next downturn in the business cycle.

A revamped insurance scheme would also have to address the thorny question of whether all deposits should be insured up to \$100,000. There is no reason why this figure should be sacrosanct. The US government has found itself in the uncomfortable position of saying it would strictly enforce the ceiling for deposits at small banks, while insuring larger amounts at larger banks on the theory that some banks are just too big to fail.

Banks should have the option of declaring the ceiling they would like to set on insured deposits. Banks with large numbers of smaller depositors, for instance, may only need to insure most accounts up to \$25,000. They could pay a lower premium for that privilege and a small additional sum for the handful of larger deposits they wished to insure.

Conversely, banks could seek a higher ceiling on insured deposits provided they were willing to pay higher premiums to cover it. And of course, consumers would have to be adequately informed about the terms of deposit insurance.

Of course, the deposit scheme is not the only place to address risk. The case can also be made for higher capital ratios for banks wishing to take on new business. The argument that some of this would force banks out of business should prompt few tears; there are far too many of them, anyway, and fierce competition has served to encourage rash lending practice.

The integrity of any future insurance fund — the bulwark of stability for the US banking system — will be in doubt until there is a clear relationship between risk and cost.

LETTERS

Improving share option schemes

From Mr Alan M. Jones

Sir, Mr Jacobs's letter (February 19) is valid for savings-related option schemes where modest values of shares are placed under option to many employees. It is not valid for executive share options where significant sums are involved. First, he states that dilution of shareholders' equity is a necessary consequence of the option arrangement. This is not the case, as by using shares held in an employee share trust no new shares need be issued and therefore no dilution of shareholders' equity need take place.

Secondly, he states that

improving option arrangements is doomed to failure. I submit that it is possible to modify current option granting practice in a small way that will have a significant effect on the emerging reward. Options should be granted with an escalating strike price of, say, 9 per cent a year, to represent the return that shareholders could have obtained in a relatively risk-free manner elsewhere. The dividend equivalent on the option shares should be accumulated in a share account for the executive and be made available to him when he exercises his option. The result will be a linking

of executive reward to total shareholder return. The documents are easily drafted; the Inland Revenue has confirmed that such options can be approved. Such arrangements are called combined plans. Shareholders should require that such options be granted over the long-term. Executives would then have reason to concentrate on delivering long-term shareholder return and not be distracted by short-term market fluctuations. Alan M. Jones, Cockman, Consultants & Partners, 26/28 Bedford Row, WC1

NHS staff in the Gulf

From the director of information, Department of Health

Sir, Diane Summers's article, "UK reservists' pay gap to be bridged" (February 18) suggests that NHS staff serving as volunteers in the Gulf will not be offered the same benefits as NHS employees who are called up. This is not the case. The department has written to all health authorities making it clear that volunteers as well as reservists who serve in the Gulf should not suffer any financial disadvantage. Romola Christopherson, 79 Whitehall, SW1

The bombers turned back

From Mr Edward Teague

Sir, Life is said to imitate art. Joseph Heller's Catch 22 is black farce, but fiction none the less. Listening to a Royal Air Force spokesman in Riyadh the other day, I heard him announce that one third of the bombing missions returned with their bombs because "they were unable to deliver them safely". Obviously, the spirit of Major Major lives.

Edward Teague, Software Systems, 99 Windsor Road, Oldham

Banking crisis

From the chairman, Phoenix Timber

Sir, An indication of the developing banking crisis is a sign that recently appeared at Lloyds Bank, St James's Street Branch, in London: "Customers with appointments please report to the nearest counter window."

I suppose that we should be grateful for the "please report," rather than "will report," but what does it tell us about the bank's estimate of their customers' status? Peter H. Quinn, Arisdale Avenue, South Ockendon, Essex

Fax service

LETTERS may be faxed on 071-573 5933. They should be clearly typed and not handwritten. Please set the fax machine for fine resolution.

Planning rules: the ugly results

From Mr David Saunders

Sir, It is a mistake to assume, as does Colin Amery in "Thatcher's legacy" (Feb 18) that the generally accepted degradation of our built environment is due to a relaxation of planning regulations over the past decade. In fact, despite the rhetoric of the early 1980s, the restrictions upon land use and development have become increasingly tight.

Because of these curbs on new building, developers have to maximise the number of units in developments and so have built at high density. Since the availability of land is scarce, the greatest profit is made by obtaining and trading planning permissions, rather than good quality building.

This is compounded by the fact that our planning system concentrates on where development should take place, almost to the exclusion of architectural merit. The result is that almost anything, however ugly, can be built in an area approved for development under structure and local plans, while even the best and most environmentally-friendly proposal is rejected elsewhere.

What is needed is not a further tightening of controls, but liberalisation. It is the artificial scarcity created by the present system which allows so much of so little quality to be built and sold. With increased supply, only those developers who build to a good quality with pleasing architecture could hope to sell their products. David Saunders, director, Housing Choice, 56 Britton Street, EC1

One-party rule in Zambia

From the Zambian High Commissioner

Sir, Your report entitled "One-party rule loses its shine in rural Zambia" (February 8) by Mike Hall cannot go by without comment. Your reporter chose to measure Unip's performance by exposing what he thought were the so-called failures of Unip by interviewing a few misguided Zambians from Lundazi area, one of the many rural districts in Zambia.

While admitting that Zambia may have had economic difficulties, I must point out that it was quite unfair to file a biased report without interviewing the local leadership of Lundazi district who could have provided an account of the situation prevailing in that part of Zambia. Mike Hall should have visited other rural districts in the country.

What he should have known is that remedial steps have and will continue to be taken by the law and the local leader-

Dial 'B' for barcode

From Mr E.R. Brooke

Sir, The increased information capacity of the PDF 417 system described in the lead item of "Worth Watching" ("Barcodes expand their horizons", February 15), will be ideal for combining barcodes and telephone dialling.

My proposal is that phone directories (and advertisements) should have appropriate barcodes printed in line with each entry. Telephone handsets should have barcode readers built into them, so that

their brief presentation to the phone book to the required entry would automatically effect the dialling sequence.

The state of the art of electronic today could easily cope with the technical requirements for this process and the use of PDF 417 coding would ensure the very minimal print area usage per line of entry in a directory. I believe such a system would be very appealing for most telephone users. E.R. Brooke, 26 Orrok Park, Edinburgh

CONTRACTS & TENDERS

GOVERNMENT OF SRI LANKA

INVITATION TO PURCHASE SHARES IN THE NYLON 6 PLANT OF THE CEYLON PETROLEUM CORPORATION.

The Nylon 6 Plant, which is a branch of the Ceylon Petroleum Corporation, was commissioned in March 1981. It is capable of producing 1990 metric tons of Textile Flat Yarn, 600 metric tons of Fish Net Yarn and 560 metric tons of Tyre Cord Fabric to international standards. They have had a ready export market. The Plant is capable of further expansion and diversification for the manufacture of other nylon-based products.

Companies established in the manufacturing and marketing of Nylon 6 products are invited to make offers for the purchase of up to 90% of the shares in the Public Company to be established under the provisions of Act No. 23 of 1987. In accordance with Government policy, 10% of the shares will be reserved for distribution among the employees of the Company.

Preference will be given to proposals with a definite commitment to future investment plans for the next five years. A prospective investor may make offers for the purchase of tranches of shares representing varying degrees of ownership. Proposals should be submitted to the Secretary, Ministry of Power and Energy, 50, Sri Chittampalam A. Gardiner Mawatha, P.O. Box 576, Colombo 02, Sri Lanka, under confidential cover, together with the following documents:

1. Company Profile
2. Audited Financial Statements for the last two years.
3. A Banker's Reference.

To reach him not later than 31st March, 1991. The left hand corner of the envelope should be marked "Offer for Nylon 6 Plant Shares". This offer is open till the 31st of March, 1991.

For further information and appointments to visit the plant, please contact:

Chairman,
Ceylon Petroleum Corporation,
P.O. Box 634,
No. 113, Galle Road,
Colombo 03, Sri Lanka.
Telephone: 545092 and 433805
Telex: No. 21167 or 21235 CEPETCO CE. Fax: 448143

Proposals should be forwarded in writing to the Secretary,
Ministry of Power and Energy, to reach him on or
before the 31st of March, 1991.

COMPANY NOTICE

LEEDS PERMANENT BUILDING SOCIETY

£250,000,000
Floating Rate Notes Due 1997
In accordance with the terms and conditions of the Notes, the interest rate for the period 21st February, 1991 to 21st May, 1991 has been fixed at 13.1% per annum. The interest payable on 21st May, 1991 against Coupon 5 will be £215.42 per £10,000 nominal and £3,194.26 per £100,000 nominal.

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FT SURVEYS

LEGAL NOTICE

IN THE MATTER OF M.B. GAS LIMITED

- and -

IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 28th January 1991 confirming the reduction of the Share Premium Account of the Company from £1,248,000 to £24,000 resolved on and effected by a Special Resolution passed at an Extraordinary General Meeting of the Company held on 17th October 1990 was registered by the Registrar of Companies on 8th February 1991.

Dated this 22nd day of February 1991

Addressed, Bona & Latham,
Deputy House,
Meredith Street,
Manchester,
M2 1UL
(Ref: THUS)

Solicitors for the Company

Drexel Burnham Lambert

Holdings Limited (in Liquidation)

NOTICE IS HEREBY GIVEN that the Joint Liquidators of the above company intend to make a distribution to the creditors on the 22nd day of March 1991. Creditors who wish to participate in the distribution must submit full details of their claims and their names and addresses in the distribution list to the Joint Liquidators, at the offices of IPAG Post Markers, 100, Strand, London, WC2R 0AL, on or before the 15th day of March 1991. A creditor who has not submitted a claim by that date is not entitled to disturb, by reason that he has not participated in it, the intended distribution or by further distribution. A claim may be made before his claim is submitted.

22nd February 1991

P.W. Wallace,
Joint Liquidator

LOAN CONTRACTORS LIMITED

LOAN HOLDINGS LIMITED

E.J. LOAN (PVT) LIMITED

We, Nigel J. Vought and John M. Treasler of Court Quay, 9 Grayfriars Road, Reading RG1 1AD, were appointed Joint Administrators of the above named company by the Companies Act 1985, on 15 February 1991.

JOHN VAGHT

JOHN ADMINISTRATIVE RECEIVER

EUROPEAN INFORMATION TECHNOLOGY

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FT SURVEYS

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DEMONSTRATIONS IN TIRANA

Albanians demand the end of Hoxha cult

By Judy Dempsey in London and Laura Silber in Belgrade

THOUSANDS of Albanians yesterday again demonstrated in Tirana, the capital, to demand the removal of Enver Hoxha's name from more public buildings.

The demonstrators, including students and workers, chanted slogans, "Freedom", "Democracy", tore up portraits, and burnt books of the late dictator who died in 1985 after ruling the country with an iron hand for more than 40 years.

Their growing confidence, despite the presence of armoured tanks and armed police, suggests they intend to press the authorities to dismantle the Hoxha cult of personality and perhaps even communist rule itself.

Hoxha's name is revered by the ruling Albanian (communist) Party of Labour (APL), which he founded after the second world war, but despised by the population.

On Wednesday, students pulled down the 31 foot high bronze statue of Hoxha which overshadowed Tirana's main square.

The event led President Ramiz Alia, head of the APL, to suspend the government and introduce presidential rule, claiming "the country was reaching crisis point".

Mr Alia, who was Hoxha's chosen successor, is now fighting for time, if not his political survival.

Although he managed to keep one step ahead of the opposition, which was legalised last December following nationwide demonstrations, the latest demands by students is Mr Alia's greatest single challenge to date.

The APL owes all its legitimacy and power to Hoxha. Were his name to be erased from the history books and his portraits torn down from public buildings, it would signal the end of the APL's claims to power.



Demonstrators are showing growing confidence in Tirana, despite the presence of armoured tanks and riot police

Mr Alia appears to be acutely aware of this dilemma. The number of contradictory developments over the past month confirm the delicate balancing act he is playing between the opposition and the APL.

For instance, a decree was issued last month which banned any public discussion of Hoxha. This was the spark which ignited the students' demands to have Hoxha's name dropped from the University in Tirana.

They boycotted all classes at the university and several hundred started a hunger strike last Monday.

Despite the decree, the state-controlled radio and television broadcast reports on the boycott and showed pictures of Hoxha's statue crashing to the ground last Wednesday.

"This shows that the media is with us," said Mr Gramoz Pashko, one of the leaders of the independent Democratic party, which was founded last December.

This seems implausible. The state remains fully in control of the media, although it has granted air time to the opposition in preparation for the country's first free elections which are due to take place on March 31.

"The media must have received its instructions to broadcast the students' demands from Alia himself," explained one western diplomat.

"The police must have received instructions not to shoot into the crowds," he added. The restraint by the police has been remarkable.

Since December, Mr Alia, and the opposition, have pleaded for calm. "What Alia fears most is a bloodbath. He is so afraid of violence."

That is why he is making some concessions," an Albanian intellectual commented yesterday.

Concessions to the students may win Mr Alia some time. "But they will want more. The youth have nothing to lose," said the western diplomat.

Also facing a Stalinist party which is not prepared to see Hoxha's name buried, Mr Alia is left with few options.

If he cannot contain the demonstrations, he may use his presidential powers to impose military rule.

That would mean a postponement of the elections scheduled for March 31, and a setback for Albania's fragile road to a multi-party system.

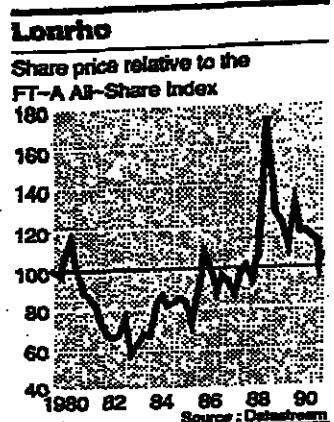
THE LEX COLUMN

Buying in bulk at Sainsbury

British Land's Mr John Riblat is a master of the bold gesture both in acquiring property and in funding his purchases. This is the man who has bought perhaps as much as £200m of real estate in the last 11 months, the lion's share of it in the distressed retail sector, culminating in his purchase of 15 Sainsbury supermarkets yesterday. Perhaps he has proved that Tesco was wrong when it declared the sale-and-leaseback market effectively closed to food retailers and made its right issue. Or perhaps the matter is more complex.

Of course, yesterday's deal is clever and seems to suit both parties. Sainsbury is spending £200m a year on expansion, but has never been an enthusiastic issuer of new equity. As for British Land, it is financing the deal with a blend of convertible bonds and cash, meaning its effective cost of capital is 10.7 per cent. The supermarkets are already yielding 9.3 per cent just from their first year's rents. Bear in mind an element of guaranteed rent increases and the benefits to British Land seem evident, helping explain yesterday's 4 per cent rise in its shares.

But look at what Mr Riblat is buying. Of the 15 supermarkets, the three youngest date from 1989. The oldest go back to 1961 (Orpington), and 1982 (Birkenhead). At some point, however well Sainsbury looks after its outlets, those two bogies of the commercial real estate world - depreciation and obsolescence - must make themselves felt. A property company like British Land, which has done its homework, may be able to take this in its stride. To more timid investors, however, the risks might seem less appealing.



Share price relative to the FT-A All-Share Index

One argument in favour is that the two chief investors in the Euroconvertible, Lord Rothschild and ESL, holders of the US, are prepared to play double or quits by underwriting £34m of the issue between them. This might be qualified by the reflection that the Rothschild camp originally stumped up par value for Euroconvertibles which were yesterday standing at a discount of 50 per cent. But it was never in doubt that the two chief Saatchi agencies are valuable commodities. The point could be approaching where they are respectable long-term investments as well.

The old saying that a picture is worth a thousand words is once more put to the test in Lonrho's annual report. Glossy images of elephants, ostriches and the Acapulco hotel - this year from a new angle - doubtless put readers in the right frame of mind to sift through the numbers. One figure which is not hard to find is the chief executive's salary. From the shareholders' point of view, the fact that he earns more in a day than the average Lonrho employee in a year is immaterial. It matters more that his salary has gone up by considerably more than earnings per share.

Nothing in the geographical and divisional breakdown of profits and turnover comes as a huge surprise, though the jump in African profits from 48 per cent to 63 per cent of the total looks stark in print. The £15m of unrelieved ACT is higher than some had expected, somewhat offsetting the lower than expected tax charge on mining operations. Capital expenditure, meanwhile, jumped from £220m to £265m. Given the size of capital com-

mitments, this is bound to raise questions about cash flow in 1991. The recessionary climate is unlikely to place heavy demands on working capital, but much may depend on asset sales, which will scarcely be easy in these market conditions.

Rodrum apart, falling metal prices and the doubtful outlook for hotels and motors point to another flat profits performance at best. But the slightly implausible story about a merger with Gencor, or at least closer co-operation, refuses to go away. The shares, moreover, have underperformed during the recent rally. The prospective yield of 10 per cent also retains its traditional place among the highest in the Footsie.

The 10 per cent jump to 78p in Pentland's share price yesterday was an understandable response to a deal which appeared to have been killed by the Gulf crisis, but which has been rescued by Wall Street's appreciation of an improving performance at Reebok. All being well, Pentland will have £150m net cash by April plus a very attractive asset in its more manageable 13 per cent stake in Reebok, as well as an opportunity to make acquisitions in a buyer's market. Not bad considering its current market capitalisation of £280m.

The question is why the shares did not move even higher. After all, investors only have to think back to last September and Reebok's profits warning ahead of its dismal third quarter figures to remind themselves that they are very much better off with cash than with such a large minority holding in a US footwear company. In addition to better dividends, they can now look forward to a Pentland putting the cash into exploiting the recently-acquired Speedo brand.

Put another way, Pentland's management faces the first sustained test of its abilities since the inspired decision to buy into Reebok in 1981. Therein lies the main explanation for the market's unwillingness to grant the shares a more generous rating. While Pentland's investment record has been respectable enough, the company has never had this much cash under its direct control. The key to the shares' performance will have less to do with the group's annual results in a few days' time than with the market's view of its investment skills in the 1990s.

Report rekindles BAe 'sweetener' storm

By Michael Cassell and Ralph Atkins in London

THE POLITICAL storm surrounding the £150m (£297m) sale of the Rover Group to British Aerospace resurfaced yesterday after a report by MPs accused the Conservative government of seriously misleading the House of Commons and the European Commission.

The cross-party committee's report singled out Lord Young, the former trade and industry secretary, for his role in orchestrating a £38m package of unannounced concessions - so-called "sweeteners" - intended to ensure that BAe did not pull out of the planned purchase in 1988.

The committee unanimously concludes that the sale of Rover to BAe "may well have been the best solution" but criticises Lord Young and his department for trying to pre-empt some details of the final

agreement from being made available to MPs. It claims that Lord Young made a statement to the Lords about a package of regional aid supporting the sale which was "not strictly true" and says he "should have told the full story" to the Commission when the deal was first struck.

The conclusions prompted the Labour party to demand a full apology for the misuse of public funds, misleading Parliament, and the concealment of information.

An unrepentant Lord Young said last night that the deal was good for the nation. Rover's employees and the taxpayer. It was "one of my most significant achievements while in government", he claimed.

The controversy also triggered clashes between committee members.

Three Tory MPs distanced themselves from the most damning conclusions and argued that the deal was good for the country. One, Mr James Cran, complained about the "flowery adjectives" which had no place in a "sober" report.

Mr John Major avoided direct reference to the report when questioned in the Commons. He spoke only of "a remarkable renaissance in the motor car industry and that does of course include Rover".

Details of the "sweeteners" only emerged at the end of 1989, leading to Commission demands that BAe should repay £44.4m to the British government. Government moves to win repayment are stalled, pending a challenge by BAe to the Commission ruling in the European Court of Justice.

The committee accuses the Department of Trade and Industry (DTI) of releasing individual details of the sale package in a way which fell short of adequate public disclosure.

It also claims it was "incensed" to discover that the DTI was not providing it with all documents relevant to the sale.

"The committee sums up: 'In all these matters, we conclude that the House of Commons was seriously misled'."

The MPs criticise the department for failing to value Rover sites before the sale. They also claim that, by selling Rover assets, BAe had nearly recovered its acquisition costs before it had to pay the £150m purchase price. Background, Page 7; Editorial comment, Page 12

Commercial fraud on rising trend in Britain

By David Lascelles and Richard Donkin in London

COMMERCIAL fraud is on an ever-increasing trend in the UK, the Serious Fraud Office said yesterday, adding that the amount of money at risk in cases currently under investigation had risen to £2bn (£3.96bn).

Mrs Barbara Mills, the SFO director, said last night that the qualifying threshold for cases to warrant investigation by the SFO - rather than by police fraud squads - might need to be raised above the present level of £25m. The threshold was initially set at £1m when the SFO was set up as part of the government's crackdown on fraud in 1983.

Mrs Mills told a meeting of the Irish Centre for Commercial Law Studies at the University of Dublin: "No-one knows the extent of commercial fraud. We cannot measure it because it depends upon how many frauds are reported."

Mrs Mills' visit to Dublin comes amid Irish concerns over the difficulties of prosecuting complex financial frauds in the Irish Republic.

Mr Kamonn Barnes, Ireland's director of public prosecutions, said Ireland should adopt powers similar to those conferred on the SFO under Section 2 of the Criminal Justice Act 1987. These powers deny witnesses the right to silence under questioning.

He also suggested the use of examining magistrates to oversee Irish fraud investigations.

Drawing on aspects of the English system, however, he said the time was fast approaching when a section dealing exclusively with fraud would be established in his own office.

The Irish government was embarrassed by questions about why it had failed to take action against Mr Patrick Gallagher, a property developer, successfully prosecuted and imprisoned for two years in Belfast in October.

The prosecution related to the Belfast Merchant Banking collapse in 1982 with the loss of more than £3.5m belonging to depositors, some of whom lived in the Republic.

Saddam refuses coalition terms

Continued from Page 1
tight time schedule leaving behind heavy weapons.

Also when President Bush dismissed the Iraqi leader's conditional withdrawal offer last week as a "cruel hoax", he called on Iraqis to overthrow Saddam.

President Saddam yesterday, in his third speech since the US-led coalition launched Operation Desert Storm on January 17, laid the blame at the coalition's feet for bringing about any land war.

Mr Aziz, his foreign minister, had taken to Moscow for his second visit this week details of Iraqi "political efforts".

He said if these were rejected, it would "expose all the deceptions, and will only maintain the premeditated intentions of the aggression against us".

The mixture of defiance and resignation was highlighted when President Saddam said: "There is no other course than the one we have chosen, except the course of humiliation and darkness, after which there would be no bright sign in the sky or brilliant light on earth."

US semiconductor industry slips further in world markets

By Louise Kehoe in San Francisco

THE competitive position of the US semiconductor industry continued to deteriorate last year, with foreign competitors now controlling over 60 per cent of the world market, according to a report issued by the US National Advisory Committee on Semiconductors (NACS).

The industry and government group, formed two years ago by Congress to formulate a "national semiconductor strategy", issued its long-delayed second annual report this week.

The primary focus of the NACS report is upon expanding domestic markets for semiconductors.

"To maintain economic growth... it is imperative that the US find a way to build a sustainable market share in high volume electronics markets," the NACS report says.

The committee concentrated on the emerging markets for communications, advanced display systems and intelligent vehicles.

The committee's recommendations, however, appear to be designed to sidestep the sensitivities of the Bush administration to government intervention or "industrial policy" that favours one industry sector over another. Also avoided in

the NACS report is any discussion of the disputes between the US and Japan.

"The market share declines of the American semiconductor industry must be stopped while the industry is relatively strong, if the United States is to continue to play an important part in the global semiconductor and electronics industries," warned Mr Ian Ross, chairman of NACS and president of AT&T Bell Laboratories, in a letter to President George Bush accompanying the report.

"If the long-term downward trends in market share and investment continue," the study found, "the impact on the US economy will be very serious and long-lasting."

The NACS lists several reasons for the US semiconductor decline, including the high cost of capital. It makes no mention, however, of alleged "unfair" Japanese trade practices, which have commonly been blamed. This apparently intentional omission comes as the US and Japan are engaging in negotiations aimed at resolving semiconductor disputes.

The committee recommended, however, without explanation, the formation of a "senior US government interagency committee to consider

actions in trade policy to promote the competitiveness of the US semiconductor industry".

The US should also "investigate the effectiveness of trade sanctions currently in place to ensure Japan's compliance with the (1986 US-Japan) semiconductor agreement", while also calling for strengthening of anti-dumping laws.

The committee's latest recommendations are designed to avoid political controversy. The NACS made no mention, for example, of increasing funding for Sematech, the US semiconductor industry consortium.

Also notably missing from the report was the panel's earlier recommendation of government subsidy for an entity that would provide low-cost capital for US electronics companies.

"The proposal... could not completely eliminate the capital cost advantages of foreign firms without a direct federal government subsidy."

As a result, the committee is not confident that the cost of capital... would be low enough to stimulate a substantial new US presence in markets for high volume electronics," NACS said.

WORLDWIDE WEATHER											
Location	Temp	Wind	Cloud	Temp	Wind	Cloud	Temp	Wind	Cloud	Temp	Wind
Algeria	16	01	01	Berlin	10	01	01	Caracas	26	01	01
Amsterdam	15	01	01	Bombay	27	01	01	Canton	26	01	01
Atlanta	12	01	01	Buenos Aires	19	01	01	Cebu	26	01	01
Bangkok	31	01	01	Calcutta	27	01	01	Colon	26	01	01
Beijing	10	01	01	Chongqing	19	01	01	Dallas	15	01	01
Bombay	31	01	01	Delhi	27	01	01	Dubai	26	01	01
Buenos Aires	19	01	01	Hong Kong	27	01	01	Edinburgh	10	01	01
Calcutta	27	01	01	London	10	01	01	Geneva	10	01	01
Chongqing	19	01	01	Los Angeles	15	01	01	Hamburg	10	01	01
Colon	26	01	01	Madrid	15	01	01	Heidelberg	10	01	01
Dallas	15	01	01	Moscow	10	01	01	London	10	01	01
Dubai	26	01	01	New Delhi	27	01	01	Lyons	10	01	01
Edinburgh	10	01	01	Manila	27	01	01	Paris	10	01	01
Geneva	10	01	01	Medan	27	01	01	Rome	10	01	01
Hamburg	10	01	01	Montevideo	19	01	01	Sao Paulo	26	01	01
Heidelberg	10	01	01	Osaka	27	01	01	Seoul	10	01	01
London	10	01	01	Perth	10	01	01	Singapore	31	01	01
Los Angeles	15	01	01	Port of Spain	26	01	01	Sydney	15	01	01
Madrid	15	01	01	San Francisco	15	01	01	Taipei	26	01	01
Manila	27	01	01	Shanghai	10	01	01	Tokyo	10	01	01
Medan	27	01	01	Singapore	31	01	01	Washington	10	01	01
Montevideo	19	01	01	Sydney	15	01	01	Zurich	10	01	01
Osaka	27	01	01	Taipei	26	01	01				
Perth	10	01	01	Tokyo	10	01	01				
Port of Spain	26	01	01	Washington	10	01	01				
San Francisco	15	01	01	Zurich	10	01	01				
Shanghai	10	01	01								
Singapore	31	01	01								
Sydney	15	01	01								
Taipei	26	01	01								
Tokyo	10	01	01								
Washington	10	01	01								
Zurich	10	01	01								

RECRUITMENT

JOBS: Trendy schemes for involving employees seem to have counter-productive effects

Lessons on winning the workers' trust

WHEN an inner-city teacher set her young class to write about the police, she was appalled by the hostility the scripts revealed. One little boy's essay, in particular, consisted of the single word: "Bastards."

So she contacted the local constabulary who, regularly for the past of term, sent representatives such as dogs and their handlers to acquaint the children with their role in society. The teacher then set another essay on the police. This time the little boy wrote two words: "Cunning bastards."

What brings that story to mind is a research report about one of the latest managerial fashions. Called "employee involvement," it has led top executives all over the United States, Britain and the rest of Europe to fashion their outfits with joint management-shopfloor problem-solving committees and the like, in a bid to gain workers' trust in their managements.

The detailed objects of such top-down initiatives are manifold. Besides harder work and stronger loyalty, they are intended to induce employees to pass on to their bosses the peculiarly shopfloor

wisdom that is crucial to quality of output. But the bottom-line aim is higher productivity, and that was the prime criterion used in the study of the employee involvement (or EI) vogue's success by three researchers from the US Carnegie Mellon University.

The trio - Maryellen Kelley, Bennett Harrison, and Lan Xue - concentrated on America's metal-working sector. But the 1,000 plants covered, belonging to companies of assorted sizes, made a wide variety of products ranging from motor vehicles to coffee-grinders. The gauge of efficiency used by the researchers was total production time per unit of output.

So what did the study show? Professor Harrison's summary goes as follows:

"We found that EI not only fails to help efficiency, but actually appears to hurt it. Among smaller companies (those with a single plant), the ones that had created employee participation committees were a quarter less efficient than those that had not taken the trouble.... Among the larger companies, plants that had such

committees were 46 per cent less efficient than those that did not."

As it stands, of course, that result need not be a condemnation of employee-involvement schemes. It might be that the outfits with schemes were inefficient for some other reason before installing them, and would have been worse if they hadn't done so. But as the schemes were in use at no fewer than 70 per cent of the branch plants of bigger companies, the professor doubts that all of them could have been in previous difficulty.

Another, still more unexpected finding arose when the researchers divided the plants into four sub-groups. First came those which had neither EI schemes nor trade unions. The second had the schemes but no unions. The next had both. And the fourth had unions but not EI. "Efficiency was by far the greatest in the last case," states the report.

Now why that should be so, is something the researchers' hard findings cannot explain. It is a matter for conjecture. Even so, Bennett Harrison's hypothesis on the point has a ring of plausibility.

It is scarcely unknown, he suggests, for managers to work in what they see as their own self-interest. Hence in big companies particularly, they may have set up joint problem-solving committees and so on to act as bureaucratic devices for tightening managerial control. Not only that, but the shopfloor - being less stupid than is often supposed - may have come to see them as such.

In which case, the entire EI apparatus could well have the same effect on the workers as the police's public relations efforts had on the little boy at the inner-city school. As the professor points out:

"Without a strong union, such committees tend to offer solutions that enhance the power of managers at the expense of workers. The resulting deterioration of trust and the demoralization of the workforce may be what saps productivity."

Which raises the question of what, if established employee involvement schemes are apt to be detrimental, can companies do to improve performance.

Bennett Harrison's answer seems to lie in trade unions, which

he says "constitute an independent voice for workers" and "already perform many of the functions that EI was ostensibly invented to introduce." But having personally experienced as well as observed what British unions at least can do when the force is with them, I'd prefer to seek a solution elsewhere.

A good place to look - or, rather, look again more closely - might be Japan. After all, many of the involvement schemes set up by western businesses have been modelled on what their chiefs see as the collaborative devices underlying Japanese companies' success.

The trouble is that the western chiefs' vision seems to have been less than 20-20. For although I have never myself worked in a Japanese company, there is evidence that the said devices are more the symptoms than the causes of the co-operative productivity actually achieved. Anybody who doubts it need only read, for example, the report by James Lincoln and Arne Kalleberg on their study of 51 Japanese and 65 US businesses, which was published by Cambridge University Press last year.

One marked way in which the eastern companies differed from the American (and, to my eyes, from most European counterparts too) reaches down to fundamental beliefs about management's "rights". The Japanese typically subscribe to the *ringi* principle by which decision-making starts in the middle or lower managerial ranks. A relatively junior executive wanting something changed drafts a petition then steers it up the hierarchy, canvassing support for it at each successive stage.

That means the decisions are in fact worked out by consensus before being formally presented at top level. But even so, the official responsibility for making them falls entirely on the chief executive.

Lincoln and Kalleberg say that the process denotes a managerial attitude contrasting sharply with the one that prevails in the west. As occidental bosses see it, their prerogatives include not only the responsibility but also the power to decide what is done. Their Japanese equivalents hold onto the responsibility - indeed, there is little delegation of authority in a

formal sense - but in practice hand down much of the power to people with closer knowledge of the circumstances in which the decisions will take effect.

In short, Japan's bosses seem to trust their underlings - which, when it comes to generating trust in the reverse direction, may be far more effective than employee-involvement schemes, however cunningly contrived.

RECRUITER Dudley Edmunds of Trading Places International seeks three senior options traders in London for separate banks - two British, the other US - he may not name. He promises to honour requests not to be identified to the employer at this stage.

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Michael Dixon

UK INVESTMENT ANALYST

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SUNALLIANCE
INVESTMENT MANAGEMENT

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£25K (neg) + car & benefits inc concessionary mortgage Northampton

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An excellent package will be on offer with benefits including relocation assistance, concessionary mortgage, BUPA and a profit related bonus. The Society upholds a clean air policy for the comfort and safety of staff. Accordingly smoking is prohibited on its premises.

Please write with your cv, stating current earnings, to Sarah Baldwin, Human Resources Consultant, Nationwide Anglia Building Society, Moulton Park, Northampton NN3 1NL. Closing date for applications 8 March 1991.

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TRAINEE DEALER - DOLLAR FUNDING

LONDON BASED

Abbey National Treasury Services plc (a subsidiary of Abbey National) is looking for a recent graduate to join its dollar funding desk. Initially the post will be that of a trainee dealer, assisting in the funding process, with the potential to assume greater responsibility for Abbey National's funding decisions in the US commercial paper, medium term note, Euro CD and Cash markets. Responsibilities will also eventually include implementing Hedging strategies for the investment portfolio.

We are looking for applicants with a strong numerical background. You should be highly motivated, with strong interpersonal and presentation skills. You will also have had some experience of the short term debt and money markets, preferably in a banking environment.

An attractive salary package will be offered, with associated banking benefits.

Please apply in writing, enclosing a full CV to Personnel Department, Abbey National plc, Abbey House, Baker Street, London NW1 6XL. The closing date for completed applications, which are invited from all sections of the community is Friday 8th March 1991.

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Head of Risk Management Division - Equity Derivatives £80k + Benefits

Our client is a Securities House which requires a Senior Manager for their Risk Management Division. This is a small existing team within the bank which primarily focuses on Equity Derivatives. The position will involve "hands on" management, leading and building a team involved in new product development, proprietary trading and institutional sales. The ideal candidate is likely to be a mature individual in their late 20's or early 30's, previous management experience is preferred but not essential for the right personality. Applicants should have a background in proprietary trading or development of Equity Derivative products, with a minimum of 2 years experience in this area.

Structured Finance Marketing £ Competitive

We seek a Structured Finance Marketer for a wholly owned subsidiary of a major International Bank. This position is to join a team who are responsible for marketing to sovereign, supranational and financial institutions in Europe. The candidate sought should be fluent in a European language, with prior experience of the application of Derivative products and the structuring of interest-rate based transactions. Applicants are likely to be in their late 20's and must be educated to degree level.

EXCHANGE
appointments

Fourth Floor, No. 1 Royal Exchange Avenue, London EC3V 3LT. Tel: 071-929 2383 Fax: 071-929 2805

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Options Trading £ Excellent + Benefits

Our client is a major International Commercial Bank with an existing Options trading operation. A vacancy exists for an experienced Options Trader with sufficient experience to trade on a strategic basis. Candidates should have a good knowledge of both OTC and Exchange Traded Options and be experienced in spread trading, volatility trading, margining and positioning.

For further information please contact Anthony Marshall or Veronica McPake on 071-929 2383.

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Please forward your C.V. in confidence by post to: Box No: A383 Financial Times, One Southwark Bridge, London SE1 9HL

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Must have UK contacts to bring with at least 3 years exp. on corporate desk. Call David Dent on 071 613 2200 at M.W.A., 6 Punderson Gardens, E2 (AGY)

International oil brokering firm seeking to employ a crude oil broker. Oil company background preferred. 3-5 years trading experience. Options and risk management knowledge an advantage. Must be aggressive, personable and enthusiastic. Pay commensurate with experience. All replies confidential. Please send resume to Box A381 Financial Times, One Southwark Bridge, London SE1 9HL

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A wealth of technical expertise and highly-regarded in-house research on both sides of the Atlantic will be available to support a major sales initiative, building on the Group's existing reputation in its specific market sectors.

The successful candidate is likely to be in the mid-thirties to mid-forties age range, able and willing to undertake substantial travel, for which one or more European languages are desirable. Computer literacy is required, to a level that permits full familiarity with PC operation.

Industry experience will be enhanced by personality and by entrepreneurial ability sufficient to warrant membership of the Group's senior management team, in return for which a highly competitive salary is on offer, negotiable according to age and experience, with the prospect of a substantial performance-related bonus, non-contributory pension, life assurance and health care cover - to which will be added the prospect of worthwhile equity options.

Please write or telephone, in strict confidence to Christopher Beale, Christopher Beale Associates, 10 Carteret Street, St. James's Park, London SW1H 9DP. Telephone: 071-976 7701.

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Head of Legal Department International Banking in London

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This is a very senior position which will attract an individual of exceptional ability and which will be compensated accordingly. Applications in the first instance should be made in writing to Mr. J. L. Sullivan, Managing Director, Manufacturers Hanover Limited, The Adelphi, 1-11 John Adam Street, London WC2N 8HT. All applications will be treated in strict confidence.

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FT SURVEYS

THE LORD'S TAVERNERS

THE DIRECTOR

The Lord's Taverners is a well-known registered charity founded in 1950. All fund raising activities are directed towards youth cricket, mini buses for the handicapped, and Sport for the Disabled. Currently the charity raises in excess of £1m. per annum.

The full-time Director acts as Chief Executive and has a small full-time staff based in London. After 20 years in the appointment he will be retiring at the end of 1991, so the Lord's Taverners wish to appoint his successor, to be effective from January 1992.

An active interest in cricket and an outgoing and energetic personality are essential requirements, together with a total commitment to the job. Age over 40.

Applications in strictest confidence to:

James Hollins,
Advisor to the Lord's Taverners Council,
Alexander Hughes-EAL (UK) Ltd.,
38, Savile Row, London W1X 1AG

Director Of PUBLIC AFFAIRS

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The successful candidate must have significant experience in creating and implementing strategic communication initiatives, preferably with an international organization. Demonstrated experience in dealing with the media is highly desirable. Exposure to governments is valuable. Fluency in English is necessary plus knowledge of French and/or Spanish is useful.

Please send your detailed CV to: Recruitment Manager, Quoting Reference PA-FT, UNDP, One United Nations Plaza, New York, NY 10017



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eurocheque INTERNATIONAL has a multinational and multilingual staff of some 45 people. The working language is English but mastering French and/or another European language is clearly an asset. eurocheque offers excellent conditions in a dynamic and international working environment.

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Please contact Stephen McAllinden who will treat all enquiries in confidence: 20 Cousin Lane, London, EC4R 3TE. Telephone: 071-236 7307. Fax: 071-489 1130.

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ASIA EQUITY (UK) LIMITED
SUN COURT,
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RESEARCH SOUTH EAST ASIA

Currency Options

Our client, a well regarded international bank, currently has an opening on its Currency Options desk for a Senior Trader. The appointee is likely to be aged 28-35 and will ideally possess a minimum of three years experience trading either major or cross Currency Options.

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On behalf of a first class international bank, we currently seek to recruit a Senior Spot Dealer to complement the existing high calibre team. The ideal candidate will be aged 27-34 and will have gained a minimum of eighteen months experience trading Spot Deutschmark or Deutschmark/Yen in a trading career spanning at least three years.

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Personnel Department
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Performance Analyst to £30,000
Progressive Asset Management Company seeks a young graduate Analyst to monitor and assess Fund Managers' portfolios. The successful candidate will possess a numerical degree with at least two years' relevant experience from a Securities Unit Trust environment. He/She will be fully versed in quantitative and qualitative analysis including statistical modelling which may have been gained through actuarial studies. A rare opportunity to develop this new position and gain an in-depth knowledge of this expanding area.

Credit Analyst c£30,000
A formally trained Credit Analyst is sought by a premier Investment Banking Group. It is envisaged that the successful applicant will be a graduate with at least three years' experience (preferably gained within a US Bank/UK Clearing environment) involving both UK and multinational companies. Additional strengths should include micro based computer skills and the ability to efficiently undertake Credit Committee presentations at a senior level. An additional European language useful.

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JUNIOR TECHNICAL ANALYST
The ideal candidate will have experience of the Foreign Exchange and/or the International Bond markets, and should exhibit the potential to understand technical analysis. The position would thus suit someone who has worked in a bank dealing room or who has a mathematical/statistics background. Clearly, the candidate should have good written and oral communication skills.

The right candidates will have an opportunity to develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance, please forward your CV to: Box A385 Financial Times, One Southwark Bridge, London SE1 9HL.

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The Financial Times
proposes to publish the
Chartered Accountant's
examination results
on Thursday 28
February 1991.

For further information
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Reporting directly to the General manager, you will be part of the branch management team along with the Sales, Service and Parts Managers. In addition you will be managing an Accounting team to achieve the highest standards of management information and financial control.

You will be ACA qualified (or equivalent) or have several years proven accounting experience gained for example in a retailing, services or high technology environment. Operational exposure to computer systems is vital, as are good communication skills and the determination to succeed.

As part of the compensation package, there is a bonus that is based on branch profit and achievement of personal objectives. This together with outstanding career opportunities in Finance or General Management, both in the UK and Europe, make this a very attractive proposition.

Please send a comprehensive CV, giving details of current salary, to our retained consultants: Hickmott Associates, 15 Crown Street, Redburn, Herts. AL3 7JX or telephone for an application form on 0923 39800.

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ACCOUNTANCY COLUMN

Winners and losers redraw the audit map

By David Waller

IT IS not surprising that accountants like winning new audit appointments. Once the audit has been won, it is only under exceptional circumstances that it is likely to be lost. So with a new audit client comes a source of highly profitable consultancy work.

Over the past 18 months, there has been what in the accountancy world counts as a frenzy of audit changes. The catalyst for much of this activity was the rash of mergers between the big firms in 1989, which in many cases upset relations between accountants and their clients and prompted many companies to put their audits out to tender.

What follows is a catalogue of the major audit gains and losses experienced by the Big Six firms in the past 18 months. Each firm was asked to provide a list of client gains and losses, encompassing the UK and continental Europe. Unaccountably, there was a degree of reluctance to provide examples of losses.

Here are the results, presented firm by firm in alphabetical order:

● **Arthur Andersen.** New audit clients in the UK include: Inter Continental Hotels; Merchant Navy Officers Pension Fund; Ogilvy & Mather; European Home Products; Braithwaite; Yardley.

In Italy (where state regulations have brought about a mandatory change of auditors for many companies last year), the firm has won STET (the Italian telephone company) and CIR (the holding company for Carlo de Benedetti, the Italian entrepreneur), among a total of eight sig-

nificant client gains. In Spain, it has won eight large clients, including the Thyssen Group. In Ireland, it won Aer Lingus, and in five other European countries picked up 12 large clients.

The firm said that its European fee income from tax, audit and business advisory services had risen by 60 per cent in the past two years; that it gained more than 300 new audit clients in the UK during the two-year period, and probably as many as 1,000 in Europe as a whole. Andersen provided no examples of audit losses.

● **Coopers & Lybrand Deloitte.** The merger with the UK arm of Deloitte, Haskins & Sells was the messiest of the 1980s, splitting Deloitte's international network asunder. Much of the rest of Deloitte joined with Touche Ross. Many multinational companies audited by Deloitte in the UK defected to what became DRT International, the merged Deloitte/Touche firm.

Major gains include: the worldwide audits of B&T, Aquascutum, Royal Insurance, Pepee, Tate & Lyle Coates Virella and Inchcape. The firm has also won the UK audits of the Hearst Corporation; the Krupp Group and Samsung, among others.

Major audit losses in 1990 include: Guardian Royal Exchange; the Prudential; Birmid Qualcast; General Motors; Merrill Lynch; Alexander Howden; Bowring; National Mutual; Dow Chemicals; Rolls Royce. GRE and the Pru were lost because of "rationalisation to one worldwide auditor"; Birmid and Rolls Royce in a competitive tender; the rest were former Deloitte clients which transferred to DRT.

MARKET SHARE

Auditor	No of Times 1000 companies*
KPMG	188
Price Waterhouse	158.5
Coopers & Lybrand Deloitte	179.5
Ernst & Young	127.5
Touche Ross	87
Arthur Andersen	65.5
Others	213

*Source: KPMG Post Merger Deloitte
*Times 1000 is drawn purely from industrial companies

"The losses to DRT were all expected", Coopers says. "On balance, C&L were significantly ahead of target in terms of net growth in fee income directly attributable to the merger".

● **Ernst & Young.** This firm was formed when Arthur Young and Ernst & Whinney came together in the Spring of 1989.

E&Y has won the following audits:

Blue Circle (from a medium-sized firm); Pearl Insurance also from a medium-sized firm; it has won the sole audit of United Biscuits (formerly audited jointly with Deloitte) and picked up Sketchley from KPMG Post Merger Deloitte.

It has lost the audit of the LEP Group, Gray Electronics and Scottish Widows; its 20 per cent share of the National Westminster Bank audit; its audit of Pepsi. Elywn Ellledge, senior partner, reflects that not all the gains and losses were due to mergers but that the loss of Pepsi was. The merged group emerged as auditor to both Pepsi and Coca-Cola and being told by

the latter to make a choice, opted to stay with Coca-Cola.

● **KPMG Post Merger Deloitte.** In confident mood, the firm says that it is the UK's leading auditor of blue-chip companies, auditing 19 per cent of the Times 1000 Industrial companies, against 18 per cent audited by Cooper, 16 by Price Waterhouse, and 13 per cent by Ernst & Young.

Among audit gains are: Rolls Royce (from Coopers); Motorola (from Andersen); the Daily Telegraph (from Coopers); Pepsico (from Ernst & Young); Pizza Hut (from Arthur Young); Hambro Countryside (from FW); Cable & Wireless (from Coopers); M&C (from Spicer & Oppenheim). It has also recently been appointed sole auditor to the National Westminster Bank, where it previously looked after 60 per cent of the audit.

The firm gave no details of audit losses.

● **Price Waterhouse.** Having refrained from making a merger with Andersen, PW has done well in the last 18 months. It gained the Pru, GRE and Scottish Widows; it picked up Christian Salvessen from Coopers; the Civil Aviation Authority from E&Y; ASD, the Leeds-based steel stockholder, from Peas; Aegis and Astra Holdings, two clients from the troubled Skoy Hayward; Rutland Trust (from Peas); Higgs & Hill, from a small firm.

In Continental Europe, the firm has won: Fiat Alitalia; Roche (the Swiss pharmaceuticals company); Baltica; Carlsberg; Banesto (in Spain); and bank of Ireland and Hibernian Insurance in Ireland.

Mr Bob Sandry, PW's marketing partner, could think of no major audit losses.

● **Touche Ross.** The firm claimed that one of the reasons for its merger with Spicer & Oppenheim was because it needed extra manpower to deal with the influx of new clients gained as a result of the international merger with Deloitte. It certainly has won large numbers of new clients, including: Alexander & Alexander; Bridgestone Tyre; Bull; Dow Chemical; General Motors; Kimberly-Clark; LEP; Marsh & McLennan; Merrill Lynch; Mitsui; Nissan; Procter & Gamble; Rockwell International; Kleinwort Benson.

Touche's share of the audits of Times 1000 companies remains low, at 6.7 per cent - but the firm is hardly complaining that the influx of new business in the UK largely originates from the US.

It is unlikely that so many audits will change hands in any 18-month period every again. The clear beneficiaries of this bout of audit appointments are (in alphabetical order): KPMG Post Merger Deloitte, Price Waterhouse, and Touche Ross. Coopers has won some major clients, but this has been balanced by the exodus of former Deloitte clients. Ernst & Young has not done badly - it just has not done well when there were many large audits up for grabs.

Andersen has missed out on the chance to acquire what it has always badly needed - audits of large, blue-chip UK companies. The firm has however done well on the Continent.

ACCOUNTANCY APPOINTMENTS

'Achieve Results'

BUSINESS & IT APPRAISAL

c£40,000

+ car + mortgage

One of the largest and most influential British financial services groups, our client dominates its highly competitive sector with an extensive range of substantial businesses.

This is a key role in the group's high profile audit team based in Central London. Working closely with managers of business units and IT specialists, 'hands on' projects will include appraising and evaluating cost effectiveness of \$multi-million IT strategies and keeping abreast of numerous installation and network developments to identify and resolve actual or potential control problems.

Preferably qualified accountants, applicants should be result orientated achievers with proven computer audit or project management experience. Technical strengths, the ability to work equally effectively with both technical and non technical managers and produce concise reports for the Group Chief Executive are required.

Salary is negotiable according to age and experience. Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/963/F.

INTERNATIONAL YOUTH FOUNDATION

Finance Administration
Director

New international charity to advance youth programs in developing countries. IYF has initial 6-year financing of up to \$US 65 million. Job requires experience in international exchanges, program budgets, ADP, etc. Must relocate in Battle Creek, MI USA by May, with likelihood of move to major European city by end of 1993. Salary range \$US 65,000-75,000 plus benefits.

Fax letter and C.V. to IYF Managing Director in Battle Creek, MI 616-969-9845

FINANCIAL DIRECTOR

North West
£50,000+

For a £260 million group, part of a very large British PLC, which has manufacturing and trading companies throughout the UK and overseas. The new Group MD wants someone at his right hand to provide effective, lean, decentralised accounting, to help him control the businesses and decide their future.

The job requires a business orientated, qualified accountant, of considerable stature and wisdom. Probably aged 35 to 50, candidates will have experience with a hard-nosed organisation of substantial size and complexity. Experience of manufacturing is essential and of electronic or electromechanical products and systems, some in development phases, would be ideal.

To apply, please write in strict confidence giving details of experience, age, qualifications and present salary quoting Ref: 1134. No information will be divulged to our client without your permission.

CB-Linnell Limited

7 College Street, Nottingham NG1 5AQ.
SEARCH & SELECTION CONSULTANTS
NOTTINGHAM · LONDON

K"K" LINE Accounting and Systems Development Manager A Key Role in a New Management Team

'K' Line (U.K.) Limited, a new liner shipping agency company, has been formed with the clear objectives of improving the level of service provided to 'K' Line customers in the UK and to act as a base for future expansion. As a member of the spearhead management team you will play a key role in building and establishing 'K' Line (U.K.) Limited as a first class agency company which places the highest emphasis on service and commitment to the customer.

Based in London, your primary objectives will be to establish and ensure the smooth operation of the company's accounting, financial and treasury services. This will include supervising the installation, maintenance and development of computer systems within the agency.

You will recruit your own team, define individual responsibilities within your department and establish policies and procedures as required. Additionally, you will co-ordinate the planning.

implementation and maintenance of communications and data links both within the Agency and to third parties.

Fully qualified, you have experience in establishing and implementing computerised accounting and documentation systems, have a background in shipping and enjoy a comprehensive, hands-on role.

You are high in initiative, enjoy responsibility and have the level of drive and commitment to take this new venture through its successful launch period and on to a long term future of expansion.

The remuneration package is highly competitive and includes a company car and a range of other benefits. In complete confidence, please ring or write with CV to: John Black, Managing Director, Simpson Crowden Consultants Limited, 97/99 Park Street, London W1Y 3HA. Telephone: 071-629 5909.

**Simpson Crowden
CONSULTANTS**

MIDLANDS

c £50,000 + CAR

Finance Director

This major division of an international trading group is an advanced electronics manufacturer with a highly respected world-wide reputation and an ongoing record of sales growth. Extensive in house research and development facilities support the product portfolio to ensure that appropriate new products are available for the business to capitalise on, given its already strong market position.

Refocusing of the business requirements gives rise to the need for a commercially minded Finance Director whose emphasis will lie in assisting the Managing Director in developing the business further and achieving its operational plans founded on a strong and profitable financial base.

A qualified accountant of between 35 and 45, you should be able to demonstrate strong leadership,

communication and motivation skills gained within a blue chip environment. You should be ambitious and have had extensive experience of direct involvement in the management of a medium/large sized business. Technical accounting skills will be taken as read.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to John Elliott, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 43 Temple Row, Birmingham B2 5JT, quoting reference JE199.

Coopers & Lybrand
Deloitte
Executive Resourcing

COMMUNICATIONS AND ENGINEERING

Manager, Financial Analysis

c.£45,000 + Bonus + Car London

The Company:

◆ A leading player in the manufacture and marketing of telecommunications systems and electrical equipment

The Role:

Reporting to the Controller-Procurement and responsible for:

- ◆ Application of financial analysis and business planning techniques in support of international procurement strategies
- ◆ Identification and analysis of key business issues and their impact on procurement management and performance
- ◆ Key relationships with Group staff on tax, treasury and VAT matters
- ◆ Management, appraisal and career development of financial staff

The Candidates:

- ◆ Aged 28-35, graduates in a business or scientific subject, and ideally qualified management accountants or MBAs
- ◆ Previous experience with a major supplier of advanced electrical components for communication and power, or a company recognised for excellence of supplier management
- ◆ Bright, analytical team players with first-class personal communications, capable of deputising for the Controller in his absence

Applications are also welcome from individuals whose profiles and experience match the requirement for Senior Financial Analysts reporting to this position.

Candidates should write in the first instance and in confidence to Elizabeth Parry at the address below, enclosing their CVs.

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DIVISIONAL MANAGEMENT ACCOUNTANT ...for a lively, entrepreneurial organisation.

S.W. London

c£28K + car

Our client, the largest division (t/o £15m) of a privately-owned group of companies, duplicates video cassettes for a range of corporate clients and many well-known organisations within the entertainment industry. Following a period of rapid growth, which has involved the investment in 'state of the art' technology and a new production facility in Ipswich, our client seeks a Divisional Management Accountant.

The appointee will be a qualified accountant, preferably CMA, aged 26-35 with at least three years post qualification experience gained within a manufacturing environment. Experience of product costing, budgetary control, overheads management and systems development are highly desirable. Personal characteristics sought include considerable energy, commitment, a lively personality and a firm but flexible attitude.

The rewards reflect the desire to attract a young professional with the ability and potential to grow within this entrepreneurial Group. The package includes a basic salary of circa £28k plus company car.

For further details write with CV, to Peter Page, Director, Anderson Smith Management Personnel Ltd., 50 Bridge Street, Northampton NN1 1PA quoting ref PP113.

Anderson Smith
EXECUTIVE SELECTION & SEARCH
NORTHAMPTON CATERHAM

Finance Manager

South Cambs. £30-35,000 + Bonus + Car

Our Client is an innovative and highly successful company which provides integrated management services to the motor industry. The Company has increased from £45 to £75 million turnover in the last year and is a subsidiary of a leading blue chip financial services group. With ambitious plans to add to existing operations in the UK, Europe and Australia, the company is poised to embark on an exciting stage of its development.

Based within the vehicle services division, the Finance Manager will report to the General Manager and will form an integral part of the management team. This high profile role will fulfil the dual function of supporting the business with management information and controlling it from a finance perspective. Specific responsibilities will include:

- implementing management information systems
- analysis of new business proposals
- contract costing
- budgeting forecasting and planning

- reporting to Group Finance
- training and developing finance and operational personnel.

Probably aged 30-40, prospective candidates will be qualified accountants of graduate calibre with a successful post qualification track record in commerce and industry.

A committed and adaptable approach to the business is essential in order to operate effectively within an entrepreneurial management culture which is underpinned by strong financial management and control. In addition the individual will demonstrate strong communication skills coupled with the presence and credibility to work with and influence operational managers. In return the company offers generous remuneration and the scope for career advancement within either financial or general management.

Interested candidates should write to David Head at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA.

Michael Page Finance
International Recruitment Consultants

Group Financial Controller

North West c£40,000 + Car + Bens.

Our client is a highly profitable, £250m turnover plc, engaged in the high technology distribution sector. A successful track record of outstanding organic growth, augmented by a selective acquisition programme, has created a strong platform for continued expansion on a pan-European basis.

As part of a young management team, the successful applicant will be responsible for all central financial control, with particular emphasis on management and statutory accounting, budgets and long range plans. There is an immediate requirement to establish strong communication lines with subsidiary companies and to significantly improve the quality and efficiency of reporting procedures, using sophisticated IT solutions.

Candidates, aged up to 40, will be graduate qualified accountants who have detailed experience of the reporting requirements of a Public Group. Technical excellence, well developed interpersonal skills and a pragmatic approach to problem solving are essential requirements.

Comprehensive relocation facilities are available where appropriate and interested applicants should forward a comprehensive Curriculum Vitae, quoting reference: 2639 to Alan Dickinson FCMA, Executive Division, Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ. Tel: 061-228 0396.

Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide

Group Internal Auditor

North East c£30,000 + Car

Our client, a broadly based public company with a turnover in excess of £500m, is a national market leader in its field, with an outstanding record of growth in recent years achieved both organically and by acquisition.

They now seek to appoint a Group Internal Auditor to be based at the company's Head Office. Reporting to the Group Finance Director and supervising a staff of five, the successful candidate will be responsible for further developing the internal audit function. Duties will include the audit of transactions and all systems of financial control throughout the Group, the provision of accounting support services and a variety of ad-hoc assignments.

Candidates, aged 28-35, should be qualified Accountants, possibly making their first move from public practice, who can demonstrate strong technical abilities, first-class communication skills and the ability to succeed in a demanding environment. Some travel within the UK will be required. A relocation package is available where appropriate.

Interested applicants should write to Frederick Howie MA ACMA, Regional Manager, quoting Ref: NE040, at Michael Page Finance, 25 Collingwood Street, Newcastle-upon-Tyne NE1 1JE. Tel: 091-222 0545.

Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Havant Hampshire Package c.£50k plus car

FINANCE DIRECTOR

COLT

COLT INTERNATIONAL LTD. is the U.K. subsidiary of COLT GROUP, the foremost European Group in Heating, Ventilating, Louvre Systems and Fire Protection.

COLT INTERNATIONAL, which is the largest subsidiary, has a turnover of £35 million and some 450 employees. It operates as a largely autonomous unit structured to meet the needs of the local market.

The Company's activities include Manufacturing, Contracting and Servicing and the application of the latest Costing and Data Processing techniques to these areas will present a stimulating challenge.

Reporting to the Managing Director, the person appointed will be a key member of a closely knit management team and will be expected to apply his accounting skills to help achieve increased profitability and growth. In addition to the Accounting function responsibilities will also include Data Processing and General Administration.

Applications are invited from qualified Accountants in the age range 35-50 who can show:

- Sound knowledge of both manufacturing and contract costing
- Experience of managing a busy Accounts office
- Exposure to advanced data processing systems
- Positive achievement in their career to date

Please send application and CV, to Christopher Brooks, Morison Stoneham Management Consultants Ltd., 805 Salisbury House, 31 Finsbury Circus, London EC2M 5SQ.

Morison Stoneham
Management Consultants Limited

FINANCIAL CONTROLLER CIRCA £30K CAR ALLOWANCE

Required for computer company based in SW18.

We need an experienced person with the ability to take control of the entire accounting function.

Must be commercially biased chartered accountant with an extremely lively personality.

It is also essential to be a strong team leader and computer literate.

Please call Nicky Pipe on:
081 877 9441

Consumer Products

Lancashire,

Part of a major international plc, this company (t/o c £70m) manufactures and distributes its brand leading range of consumer products on a worldwide basis. Significant investment in and reorganisation of its UK production facilities is complete and state of the art financial systems can now be used to maximum effect. Internal promotion and an increase in the establishment has created two opportunities for career-minded accountants to work for this forward looking business.

Management Accountant

c £31,000, Car

You will provide financial objectivity in the analysis of manufacturing performance. This will involve reviewing standard costing, general ledger and forecasting systems and the appropriateness of their information outputs for the sales, manufacturing and distribution functions. A qualified accountant (CIMA) you will need a minimum of five years experience in a manufacturing environment to make the desired level of contribution as the finance representative on the production management team. Ref: D16063/FT.

Financial Accountant

c £25,000, Car

This is an ideal role for a qualified accountant (ACA, ACCA), probably aged under 30, to run the "engine room" of this company's finance function. Responsible for all aspects of transaction processing and maintaining effective financial controls generally, you will view the management of a large department as providing an added dimension to the role. A sound understanding of computer-based financial systems is essential, alongside an ability to work to, and meet, strict deadlines. Ref: D16064/FT.

Both positions carry an attractive salary and benefits package and demand individuals who can adopt a shirt-sleeved approach and have the interpersonal skills to heighten the profile of the finance function.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, D. Pottier, Hoggett Bowers plc, 11/12 Queen Square, BRISTOL, BS1 4NT. 0272-298433. Fax: 0272-279714, quoting appropriate reference.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, EDINBURGH, LEEDS, LEICESTER, LONDON, MANCHESTER, NEWCASTLE, WINDSOR and EUROPE

Regional Accountants

Eastern Counties,
Negotiable Salary,
Car

These challenging posts are the senior financial positions in regional profit centres of one of the UK's major companies. Supported by a small support staff you will be the financial conscience of the profit centre and a key member of a management team responsible for a turnover in excess of £40 million.

This will involve continuous monitoring of the business situation, production of trading accounts, control of cash/credit and constant advice on financial issues affecting the centre.

Ideally you will be a young qualified accountant attracted by the opportunity to be the senior financial person on site with considerable responsibility for the success of the operation. Very much a team player, you must be computer literate and commercially aware. Future prospects in one of the country's leading multi-nationals are excellent.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, K. Townrow, Hoggett Bowers plc, 11/12 Queen Square, BRISTOL, BS1 4NT. 0272-298433, Fax: 0272-279714, quoting Ref: D11136/FT.

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The Top Opportunities Page

Appears in the Financial Times every Wednesday

For further information please contact

Stephanie Spratt
071-873 4027

Elizabeth Arthur
071-873 3694

Our client is a large diverse group of companies, predominantly based in West Yorkshire, with interests primarily in textiles but also extending to property and financial services. Recently, the group has reorganised the accounting functions and reinvested substantial sums in existing divisions. This coupled with the potential for future acquisitions results in the need to make the following new appointments:

GROUP FINANCIAL CONTROLLER

to £35,000 + Car + Bonus

As part of a small Head Office team, you will be expected to successfully complete the transfer of all accounting systems to the groups new Head Office. Your remit will then be to control such areas as group consolidations and monthly reporting packages, budgets, statutory accounts and group treasury. You will additionally be expected to take a high degree of involvement in ensuring the efficient management of all operating divisions, and assisting in systems developments. Ref: 911/4057FT.

DIVISIONAL FINANCIAL CONTROLLER

to £30,000 + Car + Bonus

Controlling two similar manufacturing operations with a combined turnover of c.£17m, your initial remit will be to undertake detailed reviews of the accounting systems and financial controls. As the most senior financial person on site, you will be expected to participate in the commercial decision making and development of enhanced computer systems at these established operations, and ultimately increase the profit levels of both businesses. Ref: 911/4058FT.

Applicants should be qualified Accountants, likely to be in their early 30's, who can point to in-depth experience of performing such senior management roles.

For further information, please write to Russell Dawson, quoting the appropriate reference number, at Daniels Bates Partnership Ltd., Joseph's Well, Hanover Walk, Park Lane, Leeds LS3 1AB.

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FT SURVEYS

FINANCE DIRECTOR (DESIGNATE)

NORTH STAFFORDSHIRE

Our client is a well established, highly successful family company within a specialist area of the printing industry. Employing 250 staff on two sites, they export their products worldwide.

Due to impending retirement they are seeking to recruit a Director designate.

Following an initial period of training and induction, you will have all the normal responsibilities of a Finance Director, including managing a small accounts team and producing regular management accounts. In particular, you will be expected to make a significant contribution to the development and growth of the company.

To be considered for this position it is essential you are a commercially aware accountant, preferably qualified and with a background in manufacturing. You should have an in-depth knowledge of computerised accounting systems and a proven track record in management.

There is an excellent package including a salary commensurate with the position, fully expensed car, pension, health insurance and assistance with relocation.

If you possess the qualities necessary for both you and our client to prosper, then please forward your cv. to:-

Val Reeve, Director,
Gibson Barclay Limited,
Recruitment Consultants, 1 Newbold Terrace,
Leamington Spa, Warwickshire CV32 4EA.
Telephone: 0826 885300 (24 hours).
Absolute confidentiality is assured.

GIBSON BARCLAY

Glaxo Manufacturing Services FINANCIAL MANAGER, ACCOUNTING DEVELOPMENT West of London To £40,000 plus car and benefits

Glaxo's position as Europe's top performing company was underlined by the 1990 year end results: profits grew to £1.1 billion on sales of £2.85 billion.

Glaxo Manufacturing Services is the group's principal manufacturer of finished pharmaceuticals for worldwide markets. Internal promotion and the continuing growth of this recently formed group company has led to the need for a Financial Manager for a non routine role, to be based at the prestigious new head office in Stockley Park, west of London.

Reporting to the Head of Financial Accounting, you will be supported by a small team and will have varied responsibilities during a period of rapid change and development. Your role will be to develop financial accounting to support the business direction of the company. You will also be responsible for the enhancement and control of funds management and will initiate and manage projects to optimise financial accounting strategy.

Glaxo values capable and astute financial managers very highly. Success in this broadly based and highly visible role will bring excellent career opportunities.

Candidates will be graduate qualified accountants with financial accounting experience preferably gained in a major firm of chartered accountants and/or in a large multinational company. Probably aged in your early 30's, you must have the ability to play a key role in developing financial accounting strategy and to manage and motivate staff.

To learn more, please write enclosing your curriculum vitae to Sue Rossiter, Director, Barrett Webb Limited, Boston Road, Henley on Thames, Oxon RG9 1DY, or fax her on (0491) 579825. Telephone (0491) 410766

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Regional Manager

North West

Excellent
Salary
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Since its inception over 50 years ago, E.K. Williams Limited has dedicated itself to the provision of a high level of financial management and consultancy services to the retail and oil industries.

These services are based on point of sale data collection, processing and interpretation, with field consultants assimilating and assessing this information and being able to provide significant consultancy from day one.

To capitalise on their success, the company is seeking to strengthen its senior management through the appointment of a Regional Manager to motivate and direct a team of field based consultants; to manage head office operations departments and support services; and to develop business in new and existing corporate markets.

Candidates will probably be aged over 30 and should be qualified to ACA standard, with a clear understanding of accounting systems which support our clients' services. A proven track record either working at a senior level within a competitive service industry or heading up a financial team within a private accounting practice is desirable.

As an ambitious professional, with excellent man-management and organisational skills, you will realise that this is an outstanding opportunity to develop your career with this progressive company.

Please write, giving details of career to date and current salary, to Heather Carr, E.K. Williams Limited, Victoria House, Victoria Street, Westhoughton, Bolton, Lancashire BL5 3AR.



Financial Analyst

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High Powered Expertise
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A one billion pound turnover business, London Electricity is a dynamic, customer-driven organisation.

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You will need the breadth of vision to look at the financial market from a broad perspective and have the knowledge and confidence to bring in your own ideas. Your ability to interpret financial information and use it to maximum effect will be invaluable. You will be CIMA, ACCA or ACA qualified, with ideally two to three years' post qualification experience gained in a large/medium-sized company.

This is a unique opportunity to make a significant contribution to a high profile business new to the private sector. Prospects for personal and professional development are excellent.

As well as the highly competitive salary we offer a comprehensive benefits package.

If you have the maturity and experience required, please send your CV to Malcolm Boyd, Director of Personnel, London Electricity Plc, Templar House, 81-87 High Holborn, London WC1V 6NU.

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**LONDON
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Die Stelle ist neugeschaffen mit dem Ziel, die finanzielle Leitung unserer Firma zu verstärken. Der Stelleninhaber wird die Verantwortung sowohl für unsere gesamte Buchhaltung als auch für die Durchführung neuer finanzieller Planung und Kontrolle übernehmen. Dies erfordert die enge Kommunikation mit unserer Geschäftsführung und der EDV-Abteilung.

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Richten Sie Ihre Bewerbung mit vollständigen, aussagefähigen Unterlagen unter Box A374, Financial Times, One Southwark Bridge, London SE1 9HL

TEC TEC (UK) LIMITED

Financial Controller and Company Secretary

Based: Watford

£32,000 + car

TEC (UK) Limited is the largest subsidiary of Toshiba, the international consumer and industrial electronics organisation. With a multi-million pound turnover, TEC lead the world in the field of modern retail management systems such as EPOS, ECRS, Scales and Bar Coding equipment.

Within the UK, the rapidly expanding market has resulted in this key appointment. Reporting to the Financial Director, you will be responsible for a variety of functions including financial planning, the preparation of budgets and management accounts, and management of the cost implications of major contracts.

The successful candidate, aged 35+, will be a

Chartered Accountant with sound commercial experience of the responsibilities mentioned. Experience of computer based accounting procedures is essential and knowledge of systems such as the IBM AS400 would be advantageous. You should possess the management skills to make a vital contribution in a dynamic and fast moving environment.

An excellent benefits package is offered, including company car, pension scheme, health cover and life assurance. Applicants should apply in writing, giving full career details, to: Ms Brenda Rowlands, Personnel Department, TEC (UK) Limited, Station House, Marlowe Meadow, Cradley Centre, Watford, Herts WD1 8TY.

Director of Finance and Administration (Professional Practice)

Nottingham

c. £40,000 + car & benefits

The Nottingham, Derby and Stoke Partnership of Chartered Accountants, Pannell Kerr Forster seek a Director of Finance and Administration, following the retirement of the existing Administrator, to provide support to the Managing Partner, control the finances of the business and assist with the further development of the Partnership.

The Partnership provides a wide range of professional services to the private and public sectors, including audit and accountancy, tax, insolvency, and business advisory services. Reporting to the Managing Partner, the role involves responsibility for financial accounting, management accounting, cost control and profitability improvement, treasury management, computing, administration including personnel, and partnership secretarial matters.

We seek applicants aged 30-45 with professional accountancy qualifications, at least five years management experience, and the rare combination of the personality and determination to succeed together with attention for detail. A progressive employment package is offered with bonus opportunities after one year's service.

Please write in confidence, submitting a comprehensive curriculum vitae with salary details and quoting reference 96481 to:

Peter Childs, Director
Pannell Kerr Forster Associates
New Garden House
78 Hatton Garden
London EC1N 8JA

**Pannell Kerr
Forster
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MANAGEMENT CONSULTANTS

Financial Director

Middlesex

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FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1991
Friday February 22 1991

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WORLDWIDE
21st CENTURY
MATERIALS AND
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T.O.D.A.Y
BRITISH VITA PLC

INSIDE
Qatar signs huge gas contract
The Gulf state of Qatar will today sign the first major contract to supply natural gas from its North Dome field to a Japanese electricity company, paving the way for the development of this huge offshore gas deposit. The contract provides for Chubu Electric Power, the Japanese utility, to buy 4m tonnes a year of liquefied natural gas for 25 years. In a deal that oil analysts estimate could be worth \$600m a year. Page 24

Chips swing back in Tokyo
Six months ago there were too many microchips in the world, demand was sluggish, and electronics shares on the Tokyo stock exchange were in the doldrums. Now, however, there's every sign of an upturn. Business confidence in the Japanese electronics sector is picking up with forecasts of stronger fundamentals, a firmer dollar and lower interest rates. Shares in Fujitsu and Toshiba, for example, have gained more than 18 per cent since the beginning of February. Page 35

Echo and the Brummy men
It is being hailed as the world's most acoustically sophisticated concert hall. This April, Simon Rattle (left) will lift his baton and The City of Birmingham Symphony Orchestra will play in its new home for the first time. The hall, at the International Convention Centre in Birmingham, bears a strong resemblance to the Morton H. Myerson Symphony Centre in Dallas. Its immediate predecessor in terms of modernity, Paul Chesswright looks at the technology involved. Page 20

Aircraft financing in a tailspin
The collapse in airline passenger traffic is not just bad news for airlines. Its effects have already percolated through to aircraft leasing companies and those banks that lent to finance aircraft purchases. Many institutions are now left with a significant potential exposure to the volatile second-hand market for airliners at a time when demand for used aircraft is slipping and second-hand prices are falling. Stephen Fidler reports. Page 20

Hurt in the first round
South Africa's new code for takeovers and mergers came into effect at the beginning of this month - and it could not have had a worse start. The panel that administers the new code has been caught up in the battle for control of the Allied building society group. Bids for Allied were launched before the panel was granted regulatory powers and a legal dispute has developed over which aspects of the takeover battle fall within the code. Philip Gawthorpe reports. Page 18

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Chief price changes yesterday				
FRANKFURT (DEM)				
Fisons		Geophysique	635	+ 34
Alcatel	529	Paribas	476	+ 143
Orbital	715	So. Baillifrog	575	+ 20
Orbital (P)	155	Palais		
Orbital (V)	870	Orbital (P)	635	+ 12
Orbital (W)	313.5	Orbital (V)	635	+ 12
Orbital (X)		Orbital (W)	635	+ 12
Orbital (Y)	733	Orbital (X)	635	+ 12
Orbital (Z)		Orbital (Y)	635	+ 12
NEW YORK (EC\$)				
Alcoa	66 1/2	Alcoa	795	+ 70
ICI	92 1/2	ICI	1160	+ 175
ICI		ICI	610	+ 55
ICI		ICI	1650	+ 160
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INTERNATIONAL COMPANIES AND FINANCE

Swedish insurance group falls by 92%

By Robert Taylor in Stockholm

TRYGG-HANSA SPP, the recently-formed Swedish insurance conglomerate and the largest in Scandinavia, yesterday reported a 92 per cent drop in its operating profit during 1990 with a fall to SKr60m (\$10.76m) from SKr761m.

However, the profits from its insurance activities rose by 31 per cent to SKr640m from SKr488m and its premium income went up by 13 per cent to SKr4.46bn from SKr3.71bn.

The group blamed the sharp decline in its group profits on losses suffered from its stock and bond portfolio due to high interest rates and a sharp decline on the capital markets in the autumn triggered by the Gulf crisis. The value of the group's market portfolio at the end of the year totalled SKr6.65bn compared with SKr7.865bn in 1989.

The board proposes to make a dividend of SKr4 a share, the same as last year.

The growth in profits from the insurance business has continued for three consecutive years with a good growth in premium volume.

The actual number of insurance claims fell mainly due to a drop in the number of accidents among policy holders although the average payment per claim increased. The loss ratio - the ratio of claims incurred to premiums earned - improved "only marginally," said the company.

Lufthansa plans short-time working

LUFTHANSA, the 51 per cent state-owned German airline, is considering introducing short-time working from the beginning of next month as the effects of the Gulf crisis bite deep into its earnings, writes Katharine Campbell in Frankfurt.

While bookings have improved slightly in recent days as some companies have relaxed their bans on employee travel, the airline says the numbers of seats sold remains well below last year's levels.

Warrington provision hits Alfred McAlpine result

By Andrew Taylor, Construction Correspondent

A STRING of poor results from UK construction companies continued yesterday with large profit falls announced by Alfred McAlpine and Ward Holdings.

Warringtons, a commercial property in which Alfred McAlpine has a 37 per cent stake, also revealed it was in talks with shareholders and bankers with a view to refinancing its business. Shares of Warrington, which stood at 89p a year ago, yesterday fell 2p to 7p.

Alfred McAlpine said it made a below-the-line provision of £20m (\$35m) against its investment in Warrington.

Mr Graeme Odgers, McAlpine chief executive, when asked if McAlpine would support a refinancing of Warringtons, said: "We would not put a

further penny into any business unless it is clearly to our financial advantage to do so."

He had previously voiced concern at McAlpine's investment in Warringtons, which was made before he became chief executive last June.

McAlpine shares rose 13p to 240p despite news that the group was halving its final dividend following a 61 per cent fall in pre-tax profits for year to the end of October 1990.

The group also announced total provisions of £39.4m, including the £20m against its Warrington investment, all taken below the line. The other provisions were to cover falling land prices and the cost of closing businesses.

The stock market, however, was encouraged by Mr Odgers'

comments that results should improve in the current year even though trading conditions in housebuilding and contracting would remain difficult.

Most UK construction companies do not expect the housing market to recover until the second half of 1991. They say concern over the recession and rising unemployment have dampened confidence among potential house buyers despite the recent fall in interest rates.

Ward Holdings, a house-builder, commercial property developer and plant hire group, yesterday announced that pre-tax profits fell 46 per cent from £7.22m to £3.95m for the 12 months to the end of October. Ward's share price rose 5p to 76p.

Details, Page 22

British Land in £135m Sainsbury stores deal

By Vanessa Houlder, Property Correspondent, and John Thornhill in London

BRITISH Land, the property company led by Mr John Ritblat, yesterday announced a £135m (\$263m) acquisition of 15 stores from J. Sainsbury, the food retailer. The purchase is being partly financed a £78.75m bond placing.

The deal takes the form of a sale and leaseback agreement, under which Sainsbury has agreed to lease the stores back from British Land for a period of 35 years. It is the third deal of this type signed by the two companies and brings the number of Sainsbury supermarkets owned by British Land to 48.

The sale has attracted particular interest because last month Tesco, the rival grocery chain, claimed the sale and leaseback market for supermarkets was highly unattractive at present.

The terms of yesterday's deal were not fully disclosed, but shareholders in British Land reacted favourably, pushing the share price up 13p to 307p. Sainsbury's share price rose 6p to 334p.

The deal, based on an initial yield of 9.25 per cent, is believed to have a guaranteed rental growth of 7 per cent per year for the first five years and a further guaranteed growth in the next five years.

Mr David Shriver, food retailing analyst at County NatWest, said: "The yield is a little bit disappointing but it is still a useful deal for Sainsbury and suggests that the market is not as dead as Tesco would have us believe."

Mr John Ritblat, chairman, said: "We are very pleased with this further purchase of a well-spread portfolio of Sainsbury's supermarkets, coupled with the [bond] issue which we believe serve the dual objectives of providing future growth in shareholders' funds and an immediate enhancement of the balance sheet."

British Land is paying £56.25m in cash from its own resources. The remainder is coming from a placing of £78.75m 8.625 per cent convertible capital bonds.

Saatchi plans £55m rights issue as part of refinancing

By Alice Rawsthorn in London

SAATCHI & SAATCHI, the advertising group fighting for survival, yesterday ended weeks of intricate negotiations with its banks and shareholders by announcing revised proposals for its financial rescue package.

The proposals include Saatchi raising £55m (\$106.7m) from a rights issue and £4m from an offer to management personally underwritten by Mr Robert Louis-Dreyfus, group chief executive, who will also subscribe for £1m in shares. The Saatchi brothers, Charles and Maurice, will take up their rights at a cost of £250,000.

Saatchi also intends to ask its banks to increase its facilities by £30m. Mr Louis-Dreyfus

said the new proposals would put "the group's finances on a much stronger footing". Saatchi's shares fell from 27p to 16½p yesterday.

Under the proposals, all existing preference shareholders will swap their stock for new ordinary shares. Saatchi is offering seven new ordinary shares for every two Euro preference shares, and 13 new ordinary shares for every 10 UK preference shares. This means existing ordinary shareholders will see their stakes diluted down to roughly 17 per cent of the enlarged equity before the rights issue.

The two largest Euro preference holders - Lord Rothschild, the London financier,

and ESL Partners, a Texan finance house - will become the biggest single shareholders in Saatchi, with at least 12.5 and 10 per cent respectively of the enlarged equity.

However, their eventual holdings may be higher, since that they are lead underwriters for the rights issue, which will offer seven new shares at 10p for every 12 ordinary shares. ESL is underwriting £17.5m of the issue with St James Capital, a Rothschild fund, underwriting £16m. SG Warburg, the London merchant bank advising Saatchi, has organised the rest of the underwriting.

Saatchi's first set of refinancing proposals met with fierce criticism from its investors.

Unidanmark registers deficit

By Hilary Barnes in Copenhagen

UNIDANMARK, the Danish banking group, reported a DKr1.69bn (\$190m) loss in 1990, which was the first year after the group was formed by the merger of Privatbanken, SDS and Andelsbanken.

The bank's plunge into the red was caused by a doubling of loan loss provisions from DKr1.7bn to DKr3.5bn, or 1.9 per cent of outstanding loans and guarantees at the end of the year. Accumulated provisions are now DKr7.3bn, or about 4 per cent of advances and guarantees.

The bank blamed the economic downturn in Denmark and abroad for the unexpectedly large increase in provisions. Mr Sten Rasborg, group chief executive, said provisions on corporate customers had

risen steeply, while those for loans to private customers had stabilised.

A DKr255m provision was made to cover engagements with Northern Feather, the listed bedding and textiles group, which crashed at the end of last year.

A 10 per cent dividend was proposed despite the big loss. The payment is in line with those paid by the merging banks on 1989 profits.

Unidanmark's capital base remains extremely strong at about 11 per cent as calculated under the new BIS capital adequacy rules. An improvement in the group's performance is expected in 1991. "The goal of a post-tax return on equity of 10 per cent is within reach," the bank said.

The merger, it added, had been fast and efficient and the financial advantages would materialise in 1991. Group staff was cut by 2.8 per cent to 12,940 and 36 branches were closed. Within the next two years the total number of branches will be cut through mergers from 697 to about 500.

Profits before provisions were up by 5 per cent to DKr3.62bn, while profits before extraordinary items and the value adjustment for securities were down from DKr1.22bn to DKr521m. The value adjustment gave a negative figure of DKr381m and extraordinary items were a negative DKr233m.

Total assets over the year increased from DKr295.8bn to DKr318.7bn.

Polly Peck's Vestel well ahead

By John Murray Brown in Ankara

VESTEL, the Turkish consumer electronics subsidiary of Polly Peck International, yesterday reported a jump in its profits during 1990.

Pre-tax profits, which take no account of Turkey's 80 per cent inflation rate in 1990, soared from TL4.2bn (\$18m) to TL16.7bn in the year to December.

The company, which is Turkey's largest producer of both televisions and videos with a market share of more than 30 per cent, is widely considered one of the strongest of Polly Peck's Turkish subsidiaries. Gross sales doubled during the year to reach TL851bn.

During the year, 18 per cent of the company's equity was sold on the Istanbul stock exchange, raising £30m (\$38m). On the Istanbul stock exchange yesterday, Vestel's shares fell slightly to TL4.70 compared with a low of TL4.20 in November, and for months its shares have been languishing at levels far below their peak of TL14,000 last summer.

Daimler Benz forecasts growth

By Katharine Campbell in Frankfurt

PROFITS at Daimler Benz, Germany's largest industrial conglomerate, will exceed last year's figures, and the core automotive business will again contribute the bulk of the earnings.

The company is, however, stressing ever louder the adverse effects of the strong D-Mark on its overseas business.

Net profit in 1989 was DM1.7bn (\$1.13bn), excluding special factors involving a change to more internationally compatible accounting standards. At the nine-month stage last year, the group returned after-tax earnings of DM1.32bn.

Daimler made no forecasts at all for 1991 in its interim shareholders report because of the

prevailing uncertainties for the world business community.

Group sales rose last year to around DM26bn, a rise of 5.7 per cent. But the growth was contributed almost entirely by EC business, which amounted to DM37.1bn, a 12 per cent increase. Outside the EC, a weak dollar and yen meant that overseas sales, at DM48.8bn, edged up just 0.2 per cent.

Mercedes-Benz still accounts for over two-thirds of worldwide sales, with AEG, the electronics operation, and DASA, the aerospace unit, each contributing 15 per cent and Debs, the newly-formed services company, 3 per cent. AEG was still making losses last year, although Debs would turn in a

profit, the company said.

Despite the overall slowdown in the world car market, Mercedes-Benz sales increased 6 per cent to DM59.7bn, largely through cars, but commercial vehicles recorded a 3 per cent increase.

In west Germany, Mercedes sold 245,600 cars against 247,100 in 1989, despite adverse tax effects on company cars. Sales to Japan, where Mercedes proved the most popular German import, leapt 23 per cent to 33,700 units.

Meanwhile, much of the rest of the group struggles. Orders at the loss-making AEG were higher at DM14.2bn after DM13.89bn, but that was entirely due to domestic business.

Navistar loses \$38m in first quarter

NAVISTAR International, the largest US truck manufacturer, yesterday extended its first-quarter loss to \$38m, or 18 cents a share, from \$18m, or 10 cents, a year ago, writes Karen Zagor in New York.

It said, however, that it expected its deficit to narrow substantially in the second quarter in spite of expectations of continuing depressed

demand for medium and heavy trucks.

Navistar, previously International Harvester before it sold its agricultural machinery operations, said its first-quarter results reflect the continuing decline in demand for medium and heavy trucks and mid-range diesel engines.

Increased costs could not be offset fully through pricing and

cost cutting. The company had sales of \$842m in the latest quarter compared with \$868m in 1990.

Navistar's share of the medium and heavy truck market grew to 28.3 per cent in the 1991 quarter from 24.6 per cent a year earlier. Industry retail demand in North America for medium and heavy duty trucks fell 14 per cent to 58,300 units.

NEW ISSUE

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INTERNATIONAL COMPANIES AND FINANCE

Vartity to reduce workforce by 5% as demand falls

By Bernard Simon in Toronto

VARTITY, whose products include Massey-Ferguson tractors and Perkins diesel engines, is cutting between 800 and 1,000 jobs, equal to 5 per cent of its worldwide workforce. The move is in response to weakening demand in its farm equipment, diesel engine and automotive parts operations.

Vartity, based in Toronto, said business conditions deteriorated towards the end of last year. It said a loss was likely in the three months to April 30, after 14 consecutive quarters in the black.

The third main leg of Vartity's business is Kelsey-Hayes, the US maker of aluminium wheels and brake systems which the company bought at the end of 1989.

Besides the job cuts, Vartity said it was adjusting to the downturn by trimming production schedules and inventories.

The company plans to take a US\$18m to \$20m restructuring

charge in the fourth quarter, which ended on January 31. Mr Victor Rice, chairman, said that despite the charge, earnings for the fiscal year were "somewhat better" than target and would exceed the previous year's income of \$92m. Details of fiscal 1990 earnings will be released on March 14.

He said the company came close last year to its goal of trimming long-term debt by \$125m to \$150m. Capital investment in 1991 will not be affected by the latest belt-tightening measures.

Vartity suffered losses of close to \$1bn in the early 1980s, when the bottom fell out of its traditional farm equipment market. The company has survived with the help of three rescue packages and has subsequently diversified its business, notably with the Kelsey-Hayes purchase. Tractors and other farm machinery now contribute only about one third of revenues.

PWA in C\$105m issue

By Bernard Simon

PWA, the parent of Canadian Airlines International, is strengthening its balance sheet but significantly diluting shareholder value with a C\$105m (US\$81.3) issue of common equity.

The company said it would sell 12m common shares at C\$8.75 each to a syndicate led by the Toronto securities firm Gordon Capital Corp. It said that Gordon made an "unsolicited offer" to buy the shares.

PWA presently has almost 36m common shares outstanding. The airline, one of Canada's two international carriers,

requires the infusion of equity to help finance new aircraft purchases and to bolster its financial position in the face of the weak travel market.

PWA currently has access to C\$250m in cash and lines of credit, but has debts of about C\$1bn. Its 1990 results, due next week, are expected to include a substantial loss, and analysts predict further losses this year.

A deal to raise cash by selling eight Airbus A310s recently fell through. PWA said, however, it was confident of finding another buyer soon.

Nucor to build \$300m steel mill in Arkansas

By Martin Dickson in New York

NUCOR, the fast-growing US steel manufacturer, has announced plans to spend \$300m on a new mill to make hot-rolled sheet steel in Hickman, Arkansas.

The plant will employ 400 to 500 people and have a capacity of 1m tons a year, boosting Nucor's total capacity to about 6m tons annually.

Nucor is the most prominent of the mini mills which have been snatching market share from the large integrated US manufacturers.

The mills enjoy substantial cost advantages because they make steel quickly from molten scrap, rather than through the complicated process using ore and coke, which the integrated companies employ.

Nucor said the new mill would employ the same thin slab process used at its Crawfordsville plant in Indiana. The Indiana plant, opened in 1989, was the company's last big capital investment.

It was the first new wide-strip mill in the US in about three decades.

NCR launches Esop to fend off bid

By Karen Zagor in New York

NCR, the Ohio computer company that is the target of a hostile takeover bid from American Telephone & Telegraph (AT&T), yesterday announced two defensive measures and moved the date of its special and annual shareholders' meeting to March 28.

NCR adopted a standard anti-takeover device in the form of a \$500m employee stock ownership plan (Esop) which will place about 8 per cent of the com-

pany's equity in employees' hands.

The NCR Esop will own a new issue of preferred stock, convertible into about 8 per cent of the company's common stock.

In addition, NCR added a special dividend of \$1 and increased its regular quarterly dividend to 57 cents a share from 35 cents.

Mr Charles Exley, NCR's chairman and chief executive, said: "During the period in which we are unable to con-

tinue the share repurchase programme, special dividends will be the alternative way for us to continue returning to our shareholders cash that is surplus to the requirements of the business."

The AT&T takeover attempt has prevented NCR from continuing its stock repurchase programme.

AT&T said yesterday it would press forward in its effort to acquire NCR in spite of the Esop.

NCR, which has said that a

price of \$125 a share would be more appropriate, has already taken some steps to fight the AT&T bid, including a poison-pill anti-takeover defence and a challenge to the merger law in Maryland, the US state where NCR is incorporated.

Although the NCR move may delay AT&T's plan, most Wall Street analysts believe AT&T will eventually be successful.

Shares in NCR rose \$1 to \$92½ before the close in New York yesterday.

Nat-Ned hits back at merger competitor

By Ronald van de Krol in Amsterdam

NATIONALE-Nederlanden, the largest Dutch insurance group, claimed yesterday that an unusual newspaper advertising campaign aimed at blocking its merger with NMB Postbank reflected the motives of a "major competitor".

Although no names were mentioned, Nat-Ned's statement is believed to refer to Aegon, the second-ranked Dutch insurer which has built up a 10 per cent stake in Nat-Ned in an attempt to scupper the NMB Postbank link-up.

Nat-Ned's assertion, made in a letter to go to all its shareholders, is its first direct response to an unprecedented newspaper advertising campaign by the VEB, the Dutch shareholders' lobbying group, which is seeking an improvement in the merger terms.

The letter-writing campaign and the newspaper advertisements highlight the increasing bitterness of the battle between opponents and proponents of the merger, the first full-scale tie-up between a Dutch bank and an insurer.

Square D poised to reject offer

By Barbara Durr in Chicago

SQUARE D, the Palatine, Illinois, manufacturer of electrical equipment, yesterday appeared to be positioning itself to reject the unsolicited \$1.9bn merger proposal from France's Schneider, another electrical products maker.

It said the offer was testimony to Square D's bright prospects and strong performance. However, it repeated its initial response to the proposal, saying an alliance had already been rejected by the board in September, though the merger bid

would be considered "in due course".

Schneider, which could launch a hostile takeover bid if the offer is rejected, has requested a reply by March 1. It proposes to pay \$73 a share, or a total of \$1.9bn.

Mr Jerre Stead, Square D chairman, defended his company against charges by Schneider that Square D's shareholders would be more assured of gain with the merger than with its future progress as an independent company.

Whirlpool considers joint venture stake

WHIRLPOOL, the US white goods group, said it would decide by July 1 whether to exercise an option to purchase the remaining 47 per cent interest in its Whirlpool International appliance joint venture with Philips, Reuter reports from Detroit.

Whirlpool said it could not confirm a report saying the US company was seeking to buy out Philips's share.

It did say, however, it had the financing in place to underwrite the \$1.1bn (\$600m) purchase price of the stake.

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

February 1991: Vol. 21, No. 2

Economic Outlook
Japanese Economy Shows Signs of Slowdown

The government recently submitted to the Diet its national budget proposal for fiscal 1991, which begins on April 1. In the proposal, general account expenditures total 70,347.4 billion yen, up 6.2% from the original fiscal 1990 budget. Of the total, the budget for general spending is up 5.3%, its highest leap in 12 years.

Slowdown Expected in Corporate Earnings

Earnings trends among companies with capital of more than 10 million yen can be gleaned from the Ministry of Finance's quarterly survey. The reports show that all-industry operating profits increased steadily as sales grew a year-to-year 12.2% in the April-June quarter and 10.9% in the July-September quarter. However, year-to-year growth in pretax current profits has been diminishing since the first half of 1990. This is because of the tight money policy implemented after May 1989, which boosted corporate financial expenditures due to higher fund-raising costs.

The slowdown in corporate earnings growth has begun to cast a shadow over business sentiment.

Capital Investment Growth Likely to Decelerate

Corporate plant and equipment investment has been one of the major driving forces of economic growth. The Bank of Japan's Tanaka, quarterly survey on short-term business outlook shows that capital investment plans for fiscal 1990 increased a year-to-year 17.6%. This compares with 13.6% growth in real terms in fiscal 1989. However, the

declining growth in corporate earnings and growing concern over an economic slowdown among corporate executives indicate that a greater number of businesses will curb their capital investment. Hence, its growth is expected to slacken in the months ahead.

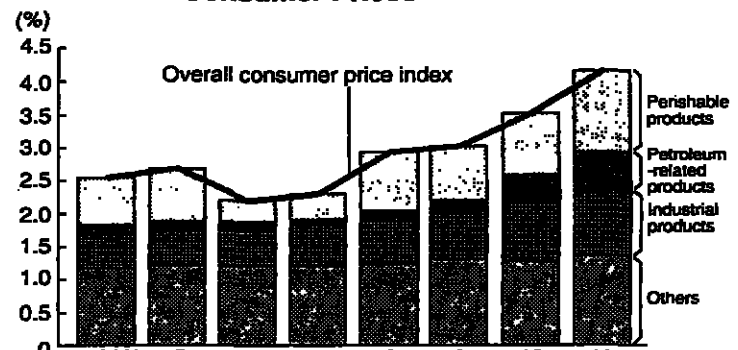
Consumer Spending Likely to Remain Flat over Near Term

Personal consumption has softened, as exemplified by a slowdown in passenger car sales and turnover at department stores. According to Family Income and Expenditure Survey conducted by the Management and Coordination Agency, real consumer spending per household, excluding single-member households, grew a year-to-year 1.6% in August and 0.6% in September on a nationwide basis. However, the growth was a negative 0.4% in October.

The slowdown in growth of passenger car sales can be attributed partially to the government's tight money policy. Another factor is that department stores have already run its course. Although these factors raise concern over personal consumption outlook, the recent slowdown in spending growth is, in fact, largely accounted for by temporary factors. First, the unusually warm weather from last fall through the year-end discouraged spending on winter clothes and heaters. Second, consumption growth was squeezed to some extent in real terms by the accelerated rise of consumer prices, which began creeping up last fall (figure).

Consumer prices have been gathering upward momentum for several seasons. First, prices of industrial products came under upward pressure as the yen lost value against the U.S. dollar during the first half of 1990, and as the severe labor shortage forced a rise in distribution costs. Second, prices of fresh vegetables and fruits soared due to the unusual weather since last summer. Third, the surge in import crude oil prices caused higher prices of petroleum products such as gasoline and kerosene, which, in turn, pushed up prices of other industri-

Accelerated Inflation Rate of Consumer Prices



Notes: 1. The line graph shows year-to-year comparisons. 2. The accumulation graph shows each product category's contribution to the rise in the overall consumer price index. 3. Petroleum-related products—gasoline—kerosene—propylene gas. 4. Industrial products exclude petroleum-related products. Source: Management and Coordination Agency

al goods.

However, the upsurge in perishable product prices can be seen as a temporary phenomenon. In addition, the yen has been gaining strength against the dollar since the middle of last year. Furthermore, prices of petroleum products may follow a downturn, if the Persian Gulf crisis is resolved. The inflation rate of consumer prices is therefore expected to slow gradually.

Household income will remain firm, reflecting the rising trend in the growth rate of wages and winter bonuses. The average consumption propensity among wage-earning households rose a year-to-year 0.4% in the January-October 1990 period, the first rise since 1983, according to the household surveys. These factors indicate that households are still willing to spend, and that the environment surrounding consumption remains favorable.

Based on these factors, personal consumption is forecast to remain firm over

the near term.

Pace of Japan's Economic Growth Likely to Slow

Growth of the global economy is slackening. The U.S. economy, to which the Japanese economy is closely linked, is believed to have slipped into a recession in the October-December quarter. In view of the lack of momentum for growth, the recession is likely to drag on. Japan's exports are therefore unlikely to increase sizably in the months ahead.

At present, the Japanese economy is expanding steadily. Looking ahead, however, growth in both domestic and external demand is expected to edge down. The pace of economic growth will slacken gradually.

*General spending refers to general account expenditures, excluding government debt expenses, grants of local allocation taxes, and outlays for social capital improvements, which the government is capable of increasing or decreasing at its discretion.

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The next DKB monthly report will appear Mar. 22.

Notice to Holders of Warrants

SEIYU

THE SEIYU, LTD

U.S.\$250,000,000

4½% Bonds Due 1994 with Warrants to subscribe for shares of common stock of THE SEIYU, LTD.

Pursuant to clause 4 (C) of the Instrument dated 2nd August, 1990 (The Instrument) relating to the above captioned warrants (The Warrants), notice is hereby given as follows:

In accordance with the resolutions of the Board of Directors of The Seiyu, Ltd. (The Company) adopted at the meeting held on the 23rd January, 1991, the Company will issue new shares of its common stock (The Shares) to its shareholders of record as of 28th February, 1991 by way of a free distribution of shares in the ratio of 0.1 share for each share held.

Consequently, the subscription price of the Warrants as defined in the Instrument will be adjusted pursuant to Clause 3 (i) of the Instrument as set forth below:

Subscription Price before adjustment: Yen 2,245.00

Subscription Price after adjustment: Yen 2,040.90

Effective date of adjustment will be 1st March, 1991 (Japan time)

LTCB

The Long-Term Credit Bank of Japan, Ltd., London
as Agent Bank for and on behalf of
THE SEIYU, LTD.

Dated 22nd February, 1991

Notice of Redemption

US \$50,000,000-

SKOPBANK

10% Notes due 1995

Notice is hereby given to the Holders of the Notes, pursuant to Condition 5 (b) and 12 of the Terms and Conditions of the Notes, that SKOPBANK ("the Issuer") shall redeem at par all the Notes then outstanding on the Interest Payment Date falling in 1991, that is 27th January 1991.

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CORRECTION NOTICE

US\$250,000,000

Floating Rate Subordinated Capital Notes due August 1996

CITICORP

Notice is hereby given that the Interest payable on the relevant Interest Payment Date, February 25, 1991, for the period November 14, 1990 to February 14, 1991 against Coupon No. 26, in respect of U.S.\$50,000 nominal of the Notes will be U.S.\$979.30.

February 22, 1991, London
By: Citibank, N.A. (Citi Dept.), Agent Bank

CITIBANK

U.S. \$150,000,000

Canadian Imperial Bank of Commerce

(A Canadian Chartered Bank)

Floating Rate Deposit Notes due 1996

In accordance with the provisions of the Notes, notice is hereby given, that for the Interest Period from November 30, 1990 to February 28, 1991 the rate for the final Interest Sub-period from February 21, 1991 to February 27, 1991 has been determined at 8½% per annum, and therefore the amount of interest payable against Coupon No. 28 or per U.S. \$10,000 nominal in registered form, on the relevant interest payment date February 28, 1991 will be U.S.\$185.11.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

February 22, 1991

CHASE

U.S. \$400,000,000

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Interest Period 22nd February 1991

22nd August 1991

Interest Amount due 22nd August 1991

per U.S. \$ 10,000 Note U.S. \$ 339.25

per U.S. \$250,000 Note U.S. \$8,481.23

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The undersigned acted as
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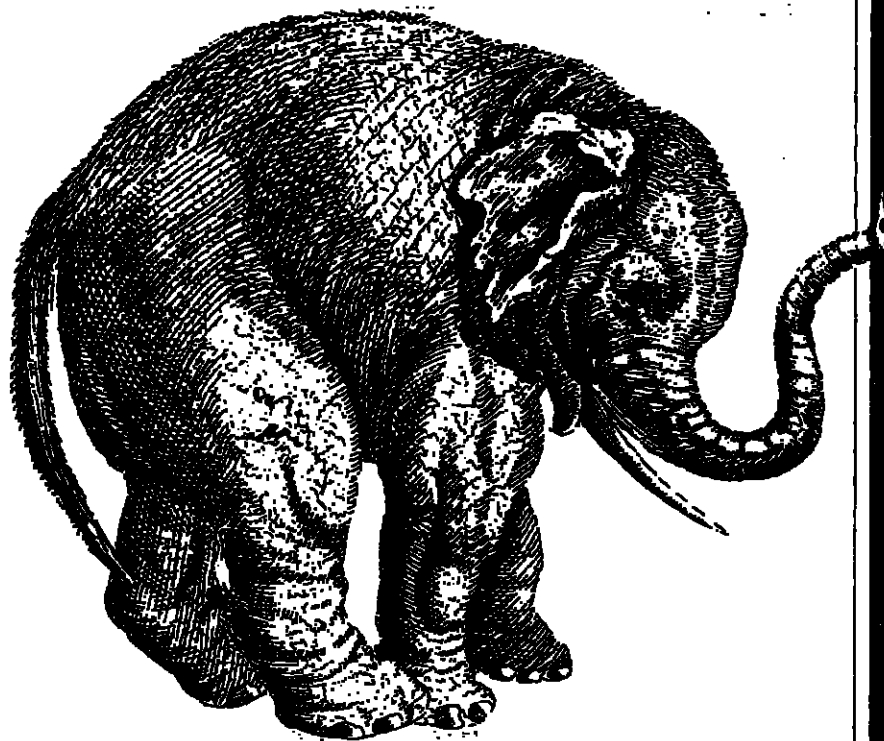
Chase Investment Bank Limited

February 1991



CHASE

A Gentle Little Reminder



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INFOBASE 91

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Mitsubishi Bank of Australia Limited
US\$65,000,000
Dual Basis Bonds due 2000

Notice is hereby given that for the six months interest period from 22nd February, 1991 to 22nd August, 1991 the Notes will carry an Interest Rate of 6.9875% per annum. Interest payable on 22nd August, 1991 will amount to US\$175.66 per US\$100,000 Note.

The Mitsubishi Bank Limited
London Branch
As Agent Bank

Notice to the Bondholders of

Skandinaviska Enskilda Banken
JPY 5,000,000,000
9% bonds due 1993

Notice is hereby given that under the Fiscal Agency Agreement dated March 22, 1989 and clause 4C of the Information Memorandum, Skandinaviska Enskilda Banken will redeem all the outstanding bonds at their repayment amount on March 22, 1991.

February 22nd, 1991
Skandinaviska Enskilda Banken

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INTERNATIONAL COMPANIES AND FINANCE

A shot in the foot for regulators

Philip Gawith on the problems facing South Africa's takeover code

THE saddest feature of the battle raging in the South African banking sector for control of the Allied Building Society group is that the fledgling Securities Regulation Panel has been an early and spectacular casualty.

The new South African Code on Takeovers and Mergers, which the panel enforces, came into effect at the beginning of this month. It could not have had a worse start.

Partly by the panel's own hand, but also through the misfortune of being presented, on its maiden outing, with a spectacularly complicated set of facts, its reputation is now in tatters. As one insider observed: "The panel has fallen flat on its face before it even tried to sit down."

The central problem facing the panel is jurisdictional. Both the United Building Society-led merger bid, under which United, Allied, Volkskas and Sage Financial Services would merge their interests - and that from First National Bank (FNB) for Allied, were deliberately launched before the end of January in order to escape the panel's powers, which also commenced on February 1.

However, it is possible that their subsequent conduct could trigger the panel's jurisdiction. The legal dispute centres over which aspects of the battle for Allied fall within the code. Of particular concern is whether Rule 8 of the code applies. This holds that an offer has to be made to minority shareholders

at the highest price paid in the market if certain shareholding limits are breached.

For the panel, the current position whereby the public sees it as responsible for regulating the bid, but with the panel considering itself to be without jurisdiction, is extremely uncomfortable. One insider commented: "It's rather like sending your opening batsman out to bat with a stump."

The predictable outcome of this confusion is that the lawyers' business is flourishing. This is most unfortunate as it runs counter to one of the code's most important features: that the spirit of the code

This finding is of considerable significance: first, it allows the United camp to build up a very large stake so increasing the chance that its merger bid will prevail. Second, it removes the possibility of United having to make a very expensive mandatory offer to minorities.

The panel has defended its secrecy by saying it had to respect the confidentiality of information supplied to it by United. However, it has now conceded that the facts and the figures could have been kept private while making the ruling public.

Indeed, the code itself

For the panel, the current position whereby the public sees it as responsible for regulating the bid, but with the panel considering itself to be without jurisdiction, is extremely uncomfortable.

counts as much as the letter. This was designed to ensure that the small man's interests were not subverted by large corporations hiring expensive legal teams to argue the technicalities. Sadly, this is exactly what is happening.

Where the panel has shot itself in the foot is in choosing not to publicise a ruling it made last week. Although the ruling has not been made public, it is an open secret that the panel upheld United's contention that it and its merger partners were not concert parties, removing the danger that they might trigger Rule 8 and be forced to make an offer.

demands it when it says: "The panel's policy in the case of important decisions is to publish its conclusions and the reasons for them." Allied shareholders, and to a lesser extent FNB, can also clearly make a case that they have an interest in knowing what the ruling was.

Arguably more troubling than any of these points is the stance of the panel's ruling about concert parties. Although the ruling offends common sense - it seems absurd to argue that United and its partners are not concert parties - it is known that United assembled formidable

and unanimous legal opinion on this point.

Apparently United and its partners are considered to be associates with a common purpose rather than concert parties. The obvious rejoinder to this is that only the law appreciates such a distinction. It makes no sense in the context of a code which pretends that the spirit counts as much as the letter.

Whatever happens now, the panel's ruling looks set to end much at stake for the main protagonists to back down. If the panel stands by its ruling, FNB looks sure to contest it in court. If, at the risk of considerable loss of face, the panel reverses its ruling, United will certainly not let the matter rest there.

Either way, the panel is damned. This is unfortunate, and to some extent unfair, given that the problem at the heart of the current dispute was not of the panel's making and will not recur. As Mr Stuart Jones, from the FNB camp, said: "They have their own confusion and everything they've done so far has added to the confusion."

Now the panel faces the difficult task of establishing its credibility against a backdrop of scepticism. It is some consolation that the panel is now indelibly stamped on the investment community's consciousness. Would that it were for better reasons.

Normandy Resources and Poseidon to merge

By Kevin Brown in Sydney

NORMANDY Resources and Poseidon, the two main companies in Mr Robert Champion de Crespigny's loosely-knit Australian mining group, are to merge in a bid to improve their image.

The group said it had become apparent that "the present structure of the Normandy Poseidon group is not appropriate for the changed markets of the 1990s due to confusion over the roles of Normandy and Poseidon."

The merger is intended to attract corporate and institutional support by simplifying the complex structure of the group and creating a liquid market in the shares, the group said.

The group also wants to reduce the identification of Normandy Poseidon with other

"entrepreneurial" Australian businesses such as Mr Alan Bond's Bond Corporation and Mr John Spalvin's Adelaide Steamship group.

Mr de Crespigny will remain chairman of the group he founded in 1983, but will hold only 10 per cent of the shares of the merged company, significantly less than his effective holding under the previous structure, believed to have been around 30 per cent.

The merged Normandy Poseidon will have market capitalisation of around A\$1.6bn (US\$1.26bn) and will employ 1,800 people.

The group is a significant producer of gold, diamonds, industrial minerals and oil, but hostility to its interlocking shareholding structure has been increasing since the

demise of other "entrepreneurial" companies following the 1987 stock market crash.

"The market has been signalling that it does not like this complex structure, and they seem to be responding to that feeling. But it is still not obvious what they are trying to do," said Mr Stuart Baker, an analyst at Prudential Bache.

"One of the problems with Normandy Poseidon is that there has been too much corporate manoeuvring in the past, and not enough digging up commodities and selling them. But this is obviously an effort to improve their image."

Mr Michael Hinson, deputy chairman of both Poseidon and Normandy Resources, said the merged company would bring the group's fragmented operations "either into or

closer to the parent company's accounts."

The merger, which is subject to approval by shareholders and the courts, will be through an offer of four shares in Normandy Poseidon, the merged company, for every three Poseidon shares.

The largest shareholder in the new company will be TNT, the Australian transport group, with 20 per cent. TNT has been locked into Poseidon since a takeover attempt in 1988, and has said its A\$100m investment may have to be written down to reflect the reduced value of the shares.

Anglo American Corporation, the South African mining group which was one of Mr de Crespigny's original backers, will be the second largest shareholder with 20 per cent.

Renouf to fall short on debt payment

By Terry Hall in Wellington

RENOUF, the New Zealand investment, property and financial services company whose fortunes have slumped since the 1987 stock markets crash, yesterday told its bankers it will not be able to repay all its NZ\$82.2m (US\$49.29m) debt falling due when a debt moratorium ends on June 30.

The company reported a net loss of NZ\$7.35m for the six months to December 31, compared with NZ\$1.4m profit for the previous period. Mr Andrew Strange, managing director, said the result was NZ\$3m worse than budget; this was primarily due to the performance of the 95 per cent-owned Renouf Properties which earlier this week reported a NZ\$4.95m half year loss.

Mr Strange said it had proved impossible to realise the investment in Renouf properties and to resolve matters of litigation which restrict the flow from offshore investments.

He said the future of the corporation would depend on the outcome of talks with the nine bankers involved in the moratorium, under which Renouf has avoided interest payments since 1988.

Revenue in the first half fell 6 per cent to NZ\$126.65m; shareholders' funds fell to NZ\$87.58m from NZ\$102.06m, total assets dropped to NZ\$356.96m from NZ\$375m and total liabilities slid to NZ\$269.28m from NZ\$272.95m.

The directors expect to recover all receivables from

Impala Pacific, the group's 49 per cent owned Hong Kong subsidiary, whose shares were carried at nil value in the books. Beneficiaries Properties, the US subsidiary, was now debt free and in "good shape".

Directors expected to make a substantial recovery in this investment in due course.

Renouf fell heavily from grace following the 1987 sharemarket crash, when it was a darling of the investment world because of its glamorous association with its leading lights Sir Francis Renouf and Mr Bruce Judge. Its shares have fallen from around NZ\$8.50 to 4 cents yesterday.

Shareholders voted Sir Francis off the board at the annual meeting, but his family retains a 5 per cent interest.

China Airlines up at TS4.14

CHINA Airlines (CAL), Taiwan's flag carrier, yesterday posted a 17 per cent rise in pre-tax profits to a record TS4.14bn (US\$152m) in 1990, despite the Gulf crisis. Reuter reports from Taipei.

The state-owned airline logged total revenue of TS37.62bn in 1990 against TS34.45bn in 1989.

Mr Wu Yueh, chairman, said CAL's overseas passenger routes ran at an average 80 per cent capacity last year, while its cargo business rose 24 per cent.

He said CAL had agreed to take a majority stake in a new company, Sky Rider Airlines, which officials hope will be able to fly to Australia and other countries that deny China Airlines landing rights for political reasons.

GLOBAL GOVERNMENT PLUS FUND LIMITED

International Depository Receipts (IDR's)

Issued by Morgan Guaranty Trust Company of New York

Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting of the Members of Global Government Plus Fund Limited (the "Company") will be held at The Bank of Bermuda Building, 4th Floor, P.O. Box 1000, Hamilton, Bermuda on Friday March 8, 1991 at 9.00 a.m. for the following purposes:

1. To approve the minutes of the Annual General Meeting of Members held on March 9, 1990.
2. To receive the audited financial statements of the Company for the year ended December 31, 1990 and the Auditor's report thereon.
3. To elect Directors.
4. To approve the remuneration of the Directors for the period from March 9, 1991 to the date of the next Annual General Meeting.
5. To authorize the Directors to appoint alternate Directors on their behalf.
6. To appoint Auditors.
7. To authorize the Directors to approve the remuneration of the Auditors.
8. To transact such other business as may properly be brought before the Annual General Meeting.

Voting arrangements for IDR-holders

1. If the IDRs are held in an account with Euro-clear or Cede, IDR-holders must contact Euro-clear (Attention: Replication Department - telephone 32-2-519.12.11 - telex 61023 MACECEN CH) or Cede (Attention: Replication Department - telephone 302.44.99.21 - telex 2091 CEDI) by March 7, 1991 instructing them to block the IDRs in the IDR-holders' name for the purpose of the meeting and specify the manner in which the votes attributable to their IDRs should be cast.
2. If the IDRs are not held in Euro-clear or Cede, IDR-holders must ensure that their voting instructions, together with either their IDRs or their bank's confirmation of deposit (including IDR number), reach the Depository at the address given below (Attention: Securities Department - telephone 32-2-508.94.49 - telex 21723 MORGAN) by 10.00 a.m. on March 7, 1991.

A fee of US\$2 per IDR, in respect of which a vote is cast will be due to the Depository. IDR-holders who instruct Euro-clear to vote will be debited by Euro-clear. The other IDR-holders who instruct Cede to vote will be debited by Cede. The fee for the Morgan Guaranty Trust Company of New York, New York, for account 670-01-422 of the Depository.

Copies of the information circular relating to the Meeting are available at the address indicated below: Morgan Guaranty Trust Company of New York, 25, Avenue des Capucins, 1000 Brussels, as Depository.

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Notice is hereby given that the Rate of Interest has been fixed at 6.625% and that the interest payable on the relevant Interest Payment Date, March 22, 1991 against Coupon No. 27 in respect of US\$10,000 nominal of the Notes will be US\$51.53.

February 22, 1991 London
By: Citibank, N.A. (CSSI Dept.), Agent Bank CITIBANK

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Interest Rate 6.9175% Interest Period February 22, 1991 to August 22, 1991.

Interest Payable per US\$100,000 Note US\$34.7757.

February 22, 1991
By Citibank, N.A. (CSSI Dept.), Agent Bank



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INTERNATIONAL CAPITAL MARKETS

Second Mexican deal made in week

By Tracy Corrigan and Stephen Fidler in London and Damien Fraser in Mexico City

MEXICO'S state-owned oil company yesterday launched a \$125m Eurobond issue, the second of Mexican debt in the Eurozone in a week, further showing the country's progress in re-establishing its name in the capital markets.

On Tuesday, Mexico launched its first Eurobond issue as a sovereign borrower for 10 years, a DM300m offering of five-year 10% per cent bonds.

The issue encouraged speculation that Mexico had been buying back some of its outstanding "Brady" bonds. Some \$33bn of these bonds were issued last year as part of the restructuring of Mexico's bank loans under the debt reduction plan of the US treasury secretary, Mr Nicholas Brady.

However, Mr Angel Gurria, Mexico's under-secretary for international finance, said: "We are not looking at the question of buying back bonds while the market is going crazy." He said the government was issuing the bond as part of its normal borrowing requirements for the year.

Rumours of Mexican repurchases have encouraged a sharp rally in the price of Brady bonds over the last six weeks. Mr

Gurria attributed that rally to the fall in US interest rates and an improvement in Mexico's image on financial markets. He said that the government was happy with paying 6% per cent on the par bonds, and had no plans to buy any bonds back. But Mexico would remain open to specific offers to buy back Brady bonds if financing was made available.

Repurchases of Brady bonds would benefit the Mexican government in several ways: the face amount of its debt would be reduced as would its debt servicing bill. The yield to maturity on the D-Mark bonds of just under 10% per cent, compared with the 13-14 per cent yield on the Brady bonds. The Brady bonds are also backed by US Treasury bonds - currently worth more than \$9 on every \$100 of bonds. Buying back the Brady bonds would free this collateral.

Deutsche Bank, lead underwriter of Mexico's DM300m Eurobond, said it had targeted the offering at retail investors but had been surprised at the extent of institutional participation. The rally in German bond prices has sharpened invest-

ment appetites for high-yielding bonds. Moody's have rated the bonds Baa2. The agency said the rating recognised the advances achieved by the government in stabilising and restructuring the economy. However, the widening current account deficit, the large external debt burden and political uncertainty contributed to a sub-investment grade rating, Moody's added.

Pemex's \$125m two-year Eurobond launched via Swiss Bank Corporation yesterday was also targeted at retail investors. However, the short maturity encouraged broader participation than for previous deals, said the lead manager.

The financing was part of Pemex's \$8bn funding programme in the capital markets over five years. The proceeds will go towards Pemex's \$20bn investment programme designed to increase production.

The company may also tap the Japanese and US public or private bond markets, and is considering starting a commercial paper programme. Pemex has no bank debt, apart from a \$2.5bn bankers' acceptance facility for trade finance purposes.

Fancy flight finance falls to floor

Lenders to airlines hit by recession suffer too, writes Stephen Fidler

THE WORLD'S airlines are not alone in their alarm about the collapse in the number of passengers travelling; those who financed them in the credit-glutted 1980s are worried, too.

Despite their well-known vulnerability to recession, airlines were among the beneficiaries of the international bank lending boom which came to an abrupt halt last year.

Intense competition among lenders, with Japanese institutions helping to push returns down to unprecedented levels, continued until last year. Now that has changed. "The risks that banks were willing to take just became too high and the yields too low," says one US airline financier.

In the past six months, interest margins for those carriers able to find bank lenders have more than doubled. Whereas in the middle of last year reasonable quality airlines could secure funds at a margin of 4 percentage point over money market rates, now the margin is 1 per cent or more.

But it is not just airlines that are having to pay more. Over the past year, banks have become less inclined to lend to corporate customers, especially those highly-indebted companies, such as airlines, in recession-hit industries.

The carriers have suffered from more than the usual recession-induced downturn in traffic due to worries about Iraqi-sponsored terrorism. And, although the price of a barrel of crude oil has dropped significantly from its peak following the Iraqi invasion of Kuwait, that of scarce jet fuel has fallen by less.

This unhappy combination means danger not only for the airlines, but also for those that lease aircraft to airlines and to the banks themselves.

Because of changes in financing techniques in the 1980s, banks have significant exposure to the volatile second-hand market for airlines.

Some airlines, having learned the lessons of the last recession, have given themselves more flexibility in the current downturn. They have, where possible, avoided over-burdening themselves with debt to buy aircraft and tried to pass on the risks of aircraft ownership to others.

However, what turns out to be good news for the airlines may be the reverse for their financiers and the makers.

For instance, some airlines have negotiated wonderful deals with suppliers. American Airlines negotiated a "30-day walk-away clause" with an order placed in 1987: if it decided it no longer needed

ing to finance a larger percentage of an aircraft's value. Banks used only to finance 80 per cent of an aircraft, but as competition heightened this percentage rose in some cases, bankers say, to more than 100 per cent.

British Airways is among a group of airlines which has

for an airline to operate leased aircraft, for example. If they are more fuel efficient than the older aircraft it owns. So those leasing companies with the most modern "Stage Three" aircraft are likely to be in the best position.

Leasing companies attempt to spread the maturity of their leases and the airlines with which they have negotiated them - because they do not want all their aircraft returned to them at once.

GPA, for example, emphasises its lack of exposure to the vulnerable US market, where only a few of the big carriers are reckoned to have a secure future. Some lessors will have been less successful in achieving this end, like the banks, operating lessors are vulnerable to airline bankruptcies.

In a credit crunch, operating lessors are also vulnerable to bankers' concerns. After being viewed in the 1980s as a glamorous industry by international bankers, the airline industry is now seen quite differently by the nervous bank credit committees which decide on where a bank's funds will be lent.

Some banks have cut back on their exposure to the industry on the basis that it is particularly vulnerable to recession, and after nine years of economic expansion, a recession was due.

For example, Midland Bank was said last year to have dramatically reduced its exposure to the industry, including operating lessors such as GPA, although it retained an "air finance" unit. Before then, finance group prominent airline financiers, such as Chemical Bank of the US, pulled back from the business.

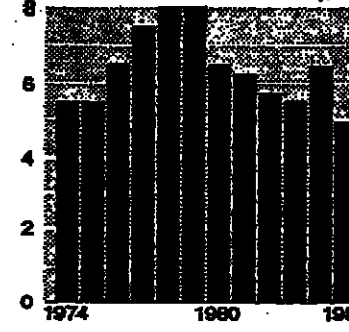
For those banks whose capital is under pressure, the airline business is one more sector where their loans are at risk. Even if they end up owning airlines, in the long term the problem remains: while the reason for concern should not cause a banking disaster.

For the airlines, the banks are another potential source of financial instability. As bankers and airline executives reflect on their mutual interdependence, they may consider another depressing bond between them: both work in industries which appear to suffer from chronic low profitability.

It may also make more sense

Used aircraft prices

727-200 values in current dollars (\$m)



one of the 25 Boeing 767s it ordered, it could return them after 30 days to the manufacturer.

Others are operating aircraft which they can hand back either to bank lenders or to the specialised aircraft leasing companies. There has been growth in the use of operating leases, research from two S.G. Warburg Securities analysts in Tokyo suggests that 16.1 per cent of the world fleet was owned by operating lessors at the end of 1989, compared with 6 per cent in 1981.

The figure could rise to 22 per cent by 1995.

In contrast with finance leases - a banking-type transaction where the airline ends up as owner of the aircraft - operating leases tend to be shorter term and the ownership of the aircraft remains with the lessor, the largest of which is GPA, based in Shannon, Ireland.

So what are the risks to the banks? In the simplest terms, banks lent to an airline as a corporate entity, and their risk is that of corporate failure, after which they take their place in the pecking order of creditors claiming their assets.

But banks also lent to finance aircraft purchases, with the aircraft being used as security. As competition between banks intensified in the 1980s, they were also will-

ing to finance a larger percentage of an aircraft's value. Banks used only to finance 80 per cent of an aircraft, but as competition heightened this percentage rose in some cases, bankers say, to more than 100 per cent.

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It may also make more sense

Pace slows as traders absorb recent issues

By Simon London

THE PACE of new issues slowed yesterday as the international bond market paused to absorb the mass of new paper offered during the past two weeks.

INTERNATIONAL BONDS

Today, the market may focus on efforts to re-open the sterling mortgage-backed market, which has missed the positive tone of other sectors.

Several borrowers are reported to be close to launching issues. Syndicate managers said that National Home Loans was close to finalising the terms of a £200m deal, via special purpose subsidiary CMS No 8, with bonds of an average life of four years.

The last new issue in the sector was a £350m three-tranche deal, also by National Home Loans, on January 23. The middle tranche of the deal had an average life of just less than four years and offered investors a discounted margin of 62.5 basis points over the London interbank offered rate. A discounted margin in the region of 65 to 70 basis points might be required this time.

Elsewhere, banks including Credit Suisse and Swiss Bank Corporation declined to partici-

pate in a \$150m 10-year deal for Air France, lead managed by Union Bank of Switzerland, saying that the pricing was too tight when the airline industry was facing a slump.

The bonds do not carry the guarantee of the French government, but Air France is state controlled and received a FF20bn (\$300m) capital injection on Wednesday. Launched at 102½, the paper traded at less than 102½, just inside full fees according to the lead manager.

Société Générale, the French bank, followed the success of Wednesday's FF200m eight-year deal by adding an additional FF200m tranche.

The bonds pay a coupon of 9½ per cent, which holders can take in the form of new bonds issued at par or in cash.

The paper shares some of the attributes of zero-coupon paper. For example, if the coupon is reinvested in new bonds the cash flow according to the investor is concentrated at the maturity date. Yesterday's deal was targeted at institutional investors and was bid at the fixed offer price of 99.85.

SocGen also brought the first New Zealand dollar deal this month, a NZ\$50m offering lead-managed by Pay Rickwhite. The proceeds of the issue will be swapped into Australian

dollars for the borrower. The European Investment Bank, which last week said it was to double its borrowings in Escudos this year to Esc\$50m, made a Esc\$50m five-year offering via Banco Portugues Do Atlantico.

The paper carries a 15½ per cent coupon. The appointment of Deutsche Bank as a joint lead manager suggests that the issue is targeted at German retail accounts.

Fuji Bank International Finance came with a \$200m 10-year subordinated issue, bringing the amount of subordinated paper issued by Japanese banks this year to \$2.4bn.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fees	Book runner
US DOLLARS						
Fuji Bank Int'l Fin. (N.Y.)	200	8½	101½	2001	2 1/4	Fuji Int'l Fin.
Petroleos Mexicanos (Mex.)	125	10	98.40	1993	1 1/4	SBC
CANADIAN DOLLARS						
Toronto Dominion Bank (Can.)	35	10½	101.95	1996	1 1/4	BL
NEW ZEALAND DOLLARS						
Société Générale (Aust.) (Aust.)	50	12½	101.95	1993	1 1/4	Fay, Richwhite (UK)
ESCUROS						
Banco Portugues Do Atlantico	150	15½	101½	1999	-	Banco Portugues Do Atlantico
FRANCOIS						
Société Générale (Can.)	200	9½	99.85	1999	0.325	Société Générale
SWISS FRANCES						
Air France (Can.)	150	7½	102½	2001	-	UBS
Fuji & Co. (Aust.)	30	7½	100½	1996	-	UBS
Sanki (Aust.)	20	7	102	1996	-	UBS
YEM						
Yemen Ink Manufacturing (Aust.)	150	7½	101	1996	1 1/4	Nomura Int.

Private placement. S Convertible. With equity warrants. Floating rate note. Final terms. Non-callable. Callable on each coupon date, from 1996, at par. C Fungible with issue launched 20/2/91. Deal now totals FF210m. Callable after 8 years at 101½.

FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS		Thursday February 21 1991							Wed Feb 20	Thu Feb 19	Mon Feb 18	Year ago (approx)
& SUB-SECTIONS		Index	Day's Change %	Est. Earnings Yield (Mar.)	Gross Div. Yield (Act at (25%))	Est. P/E Ratio (Net)	ad. adj. (Jan. 1991)	to date	Index No.	Index No.	Index No.	Index No.
Figures in parentheses show number of stocks per section												
1	CAPITAL GOODS (187)	802.04	+0.6	13.33	5.98	9.13	0.67	797.02	802.04	804.21	853.10	
2	Building Materials (25)	1102.17	+0.7	13.02	5.51	9.45	0.45	1094.32	1108.72	1109.69	1035.95	
3	Contracting, Construction (31)	1246.27	+0.8	14.41	6.27	9.00	1.46	1235.99	1246.27	1246.27	1430.05	
4	Electricals (10)	214.85	+0.2	13.05	6.16	9.38	0.80	214.85	214.85	220.69	2396.64	
5	Electronics (25)	1785.18	+1.4	8.90	5.01	14.98	1.10	1760.90	1759.94	1746.17	1892.33	
6	Engineering-Aerospace (8)	408.87	+0.6	16.41	5.97	7.32	0.86	406.39	409.75	410.70	417.91	
7	Engineering-General (47)	398.75	+0.6	14.68	6.48	8.23	1.15	396.50	398.75	391.15	406.72	
8	Metals and Metal Forming (6)	444.45	+0.8	20.53	7.74	6.01	0.00	440.89	444.45	444.45	461.64	
9	Motors (13)	322.34	+1.3	15.45	7.46	7.54	0.00	318.05	322.00	322.34	339.45	
10	Other Industrial Materials (20)	1397.17	+1.2	12.07	5.82	9.58	0.71	1396.65	1401.20	1416.79	1545.00	
11	CONSUMER GROUP (182)	1320.00	+0.6	9.14	3.95	13.58	2.72	1312.05	1323.25	1325.12	1234.07	
12	Food and Drink (22)	1114.06	+0.1	11.65	3.76	12.77	2.47	1103.66	1114.06	1114.06	1243.18	
13	Food Manufacturing (22)	1123.92	+1.0	10.25	4.00	12.45	0.00	1114.06	1123.92	1123.92	1105.10	
14	Food Retailing (16)	2494.73	+1.8	8.49	3.11	15.42	3.15	2450.14	2494.53	2465.13	2263.95	
15	Health and Household (21)	2807.02	+0.3	6.99	2.73	18.55	0.47	2814.06	2855.64	2865.07	2424.27	
16	Hotels and Leisure (22)	1279.07	+2.9	10.68	5.36	11.12	0.86	1262.89	1258.42	1285.17	1534.33	
17	Media (25)	1294.17	+0.2	11.28	5.52	11.19	7.01	1281.01	1294.17	1350.50	1304.32	
18	Packaging & Paper (11)	585.79	+0.8	8.96	5.86	13.64	0.30	590.24	597.92	595.04	563.89	
19	Stores (34)	840.30	+1.0	10.11	4.35	12.87	1.67	831.88	836.39	849.41	780.51	
20	Textiles (11)	495.08	+0.3	12.63	7.73	10.15	0.50	493.74	494.01	461.93	504.14	
21	OTHER GROUPS (18)	1114.06	+0.2	10.96	6.25	11.01	0.00	1102.54	1114.06	1114.06	1137.21	
41	Business Services (12)	1041.47	+1.9	12.00	10.13	10.13	0.00	1021.56	1041.47	1041.47	1011.60	
42	Chemicals (21)	1203.30	+0.7	11.81	5.93	9.99	0.63	1194.69	1208.87	1207.52	1165.62	
43	Conglomerates (11)	1445.69	+1.5	11.87	7.13	10.04	6.78	1424.64	1426.59	1432.54	1581.17	
44	Transport (15)	2028.07	+0.7	12.89	5.02	9.57	1.78	2013.04	2026.58	2010.20	2270.64	
45	Electricity (12)	1125.50	+0.2	10.96	6.25	11.01	0.00	1125.50	1133.19	1133.19	1137.21	
46	Telephone Networks (3)	1248.28	+1.7	10.71	4.05	12.14	0.00	1227.51	1248.28	1248.28	1230.70	
47	Water (10)	2432.77	+0.4	13.94	5.76	8.02	39.69	2423.53	2406.14	2470.73	2653.31	
48	Miscellaneous (27)	1769.76	+0.5	10.65	5.12	10.93	1.22	1761.18	1771.56	1780.19	1843.42	
49	INDUSTRIAL GROUP (480)	1132.14	+0.8	10.79	6.42	11.35	2.11	1123.71	1131.62	1133.66	1127.93	
51	Oil & Gas (20)	2259.21	+1.7	11.47	5.88	11.42	7.42	2259.61	2267.93	2249.49	2282.74	
50	500 SHARE INDEX (500)	1227.12	+0.6	10.88	4.97	11.36	2.52	1219.24	1227.27	1228.01	1231.93	
61	FINANCIAL GROUP (98)	774.62	+0.9	-	6.15	-	1.00	767.07	774.62	779.70	819.77	
62	Banks (9)	827.57	+1.0	19.25	6.80	-	1.61	819.44	818.88	835.60	871.69	
63	Insurance (Life) (9)	1041.47	+0.6	10.13	5.93	9.99	0.63	1021.56	1039.43	1040.38	1040.38	
64	Insurance (Comp) (6)	685.22	+0.4	-	6.24	-	0.00	681.20	680.26	689.69	694.00	
65	Insurance (Brokers) (8)	1044.41	+1.6	7.08	11.67	18.50	2.15	1040.04	1080.04	1098.30	1109.19	
66	Merchant Banks (7)	398.08	+0.9	11.81	5.43	10.00	0.00	394.53	393.18	391.30	416.77	
69	PROPERTY (41)	1011.81	+1.8	6.56	4.40	20.89	0.80	994.36	1000.00	1000.00	1000.00	
70	Other Financial (20)	273.57	+0.0	9.18	6.59	13.76	1.60	270.83	268.19	265.32	323.50	
71	Investment Trusts (69)	1093.73	-0.1	-	3.71	-	1.24	1099.20	1110.74	1107.91	1164.52	
99	ALL-SHARE INDEX (667)	1115.60	+0.7	-	5.10	-	2.14	1108.34	1115.14	1117.59	1131.29	
		Index	Day's Change	Day's High (at Low)	Day's Low (at High)	Feb 20	Feb 19	Feb 18	Feb 15	Feb 14	Year ago	
FT-SE 100 SHARE INDEX	2312.4	+15.6	2322.1	2291.6	2296.8	2312.4	2318.3	2296.9	2294.4	2269.2		

UK COMPANY NEWS - RESULTS PREVIEW

Cash flow becomes the determining factor

By David Waller and Maggie Urry

WITH UK corporate finances coming under pressure in the recession, attention is focussing on companies' ability to generate cash. It is, after all, cash which pays the dividends. And since companies are essentially put on the stock market on the basis of their future dividend-paying potential, cash flow is a vital measure of corporate financial health.

The stock market has not in the past put much emphasis on judging companies by their cash generating ability. Analysts have traditionally assessed a company's performance in terms of a handful of simple yardsticks, with most emphasis put on the price/earnings per share ratio.

But these measures have become less reliable in recent years, as companies have become more creative in their accounting practices.

The collapse of a number of quoted companies, which from the balance sheets appeared healthy, has added to concern. As the cash squeeze on companies has tightened, many have

looked to ways to conserve cash, such as cutting back on investment or squeezing their suppliers in turn.

"There have been too many surprises," reflects one analyst. "Throughout the 1980s companies tested the accounting rules to the limit. You just cannot afford to take a set of accounts on trust."

This makes a company's cash flow a more important investment yardstick. As UBS Phillips & Drew conclude in a report on the UK corporate sector's favoured accounting tricks, "whereas manufacturing profits is relatively easy, cash flow is the most difficult parameter to adjust in a company's accounts."

They add "we believe that there should be less emphasis placed on the reported progression of earnings per share and more attention paid to balance sheet potential, and most importantly all, cash."

The problem is, as analysts at Laid & Cruikshank, the brokers, point out "the conventional description of cash flow is an optimistic measure". It is

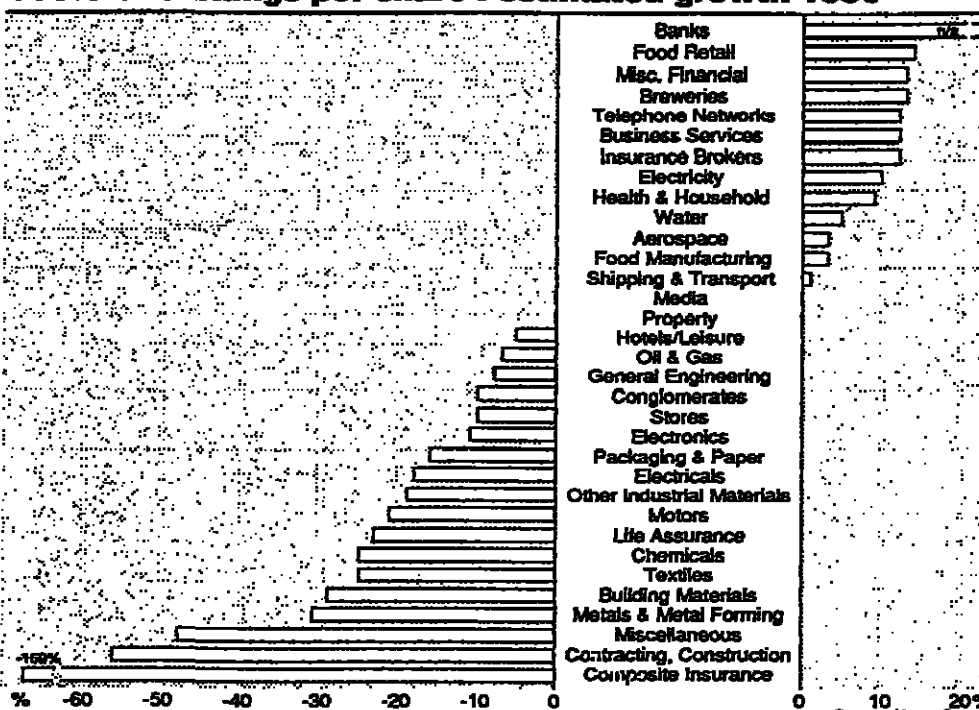
simply retained profits plus depreciation.

However, this figure can be boosted by non-trading items such as the profit on the sale of assets, or by capitalising interest in the profit and loss account lower than the actual cash going out to a company's banks. Further, the treatment of associates' profits means that a company's pre-tax profits are boosted by an amount larger than the dividend which is received from the associates.

L&C has developed a system of comparing a company's trading cash flow with their profit records, and applied it to the leading quoted companies. This throws up some interesting examples. Companies which are spending heavily on expansion may appear to have fast growing pre-tax profits. But they can be draining away cash as the spend more than they earn.

Unfortunately, these attempts to look at trading cash flow are far more complex than the simple p/e. However, within a couple of months the

Sectoral earnings per share : estimated growth 1990



job of assessing cash-flows should become easier when the Accounting Standards Board, the arbiter of UK accounting rules, publishes a new standard requiring companies to publish cash-flow statements

instead of statements showing the source and application of funds, which show movements in all working capital rather than just cash.

The new standard has yet to be finalised but it is likely that companies will have to show cash coming from operating, investing, and financing activities. This may allow analysts to develop a new measure for rating shares based on trading cashflow.

A year of disaster for the UK's composite insurers

By Eric Short

DISASTER struck UK composite insurance groups in 1990.

The extent of the damage will be revealed next week when three of the five quoted composites report their results for last year - Commercial Union and General Accident on Wednesday and Royal Insurance on Thursday.

But there is little doubt that the series of natural and man-made disasters occurring in 1990 hit the composites with the force of several hurricanes. Analysts are forecasting the five companies to run up pre-tax losses well in excess of £800m - losses never before experienced by UK composites even when stated in real terms - though CUI could just scrape into the black.

Gone are the days when investment income on the substantial reserves could cover underwriting losses - the excess of claims paid and expenses incurred over premiums received. Premiums are now too low because of competitive pressures and claims too high and widespread.

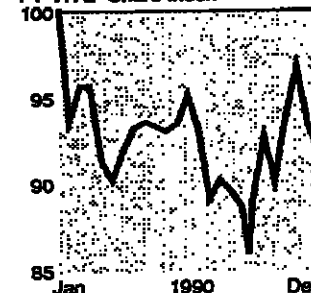
The composites' main disaster area last year was not the US or Australia with its drought and fires, but their home territory, the UK - hit by a series of disasters. The storms in January and February cost composites almost £2.1bn - more than any damage caused by a US hurricane. The long dry summer will cost at least £800m in sub-sidence claims - more than the cost of drought in Australia.

On top of those natural disasters, commercial fires losses, some man-made, soared last year, while motor losses, almost entirely man-made, continued to climb steadily.

UK underwriting losses for the five composites could exceed £1.4bn in aggregate. In contrast, trading conditions in the US and other overseas territories look buoyant.

Insurance composite

FT-A Index relative to the FT-A All-Share Index



by comparison. Underwriting losses in the US, for decades, the main problem area for composites, could be about £500m for 1990.

The immediate future for the composites looks brighter only because last year's results were so bad. The premium rate increases made this year for the UK business are totally inadequate to cover a repeat of 1990's experience. The weather so far been an improvement on last year, but composites are paying double or even treble for their reinsurance cover.

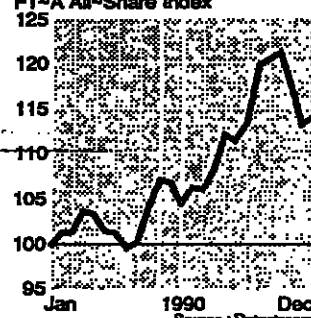
The US and Canadian experience is expected to worsen, while competitive conditions will remain intense in continental Europe ahead of a single insurance market. And with interest rates expected to fall, investment income growth will be sluggish.

As a result, composites are expected to record further pre-tax losses in 1991, albeit at a very much lower level.

Nevertheless, composites' balance sheets remain so strong that these adverse trading conditions, which would have killed off many industrial companies, will not stop them paying unchanged or even higher dividends to shareholders. Retrenchment will come next year.

Stores

FT-A Index relative to the FT-A All-Share Index



CapCo heads bad property season

By Vanessa Houlder

WHEN CAPITAL & Counties unveils its results on Monday, it will probably be the start of the worst property results season for at least 15 years.

The oversupply of property, the withdrawal of buyers from the market and the mounting recession hammered the property industry in the second half of 1990. The slump, which hit retail, office and industrial property in turn, has spread throughout the length and breadth of the country. The pain will be most acute in the highly geared traders and developers, but no company will escape it altogether.

Even the best established companies with large income producing portfolios will be hit by sliding asset values, which may tumble by as much as 15 per cent. But their problems will be modest compared with most of the traders and developers, which are likely to see some hefty provisions and sharp falls in profits.

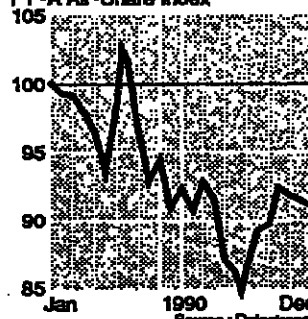
Although everyone is agreed that the results will be bad, there is little consensus about exactly how bad they will prove to be.

"This is the biggest time of uncertainty that anyone has known in the property market," says Mr David Tunstall, analyst at Smith New Court. This is being reflected in a very broad range of estimates by brokers, who admit they may be hard pushed to get their asset forecasts to within 5 or 10 per cent.

The main problem lies with the valuation process, which is being hampered by the lack of investment activity in the market. Outsiders find it hard to guess the values that will be

Property

FT-A Index relative to the FT-A All-Share Index



put on buildings, some analysts suspect that surveyors will be under pressure from companies to take an over-optimistic view on valuations. In addition, analysts' predictions are made more difficult by the subjectivity that affects the timing and extent of provisions.

The real picture will not emerge quickly. The property industry's results season is a drawn-out affair. Companies with a December year end, like Wates and Slough Estates will report over the next six weeks. Land Securities, the bellwether of the industry which closes its financial year in March, is expected to produce its results at the end of May.

The results season may also throw up some surprises. Marc Gilbert of County NatWest also reckons that some of the best placed companies may try and raise cash. "There has been an appetite from cash rich institutions to take up stock in safe sound companies."

Patchy outcome expected from engineering sector

By Andrew Baxter

THE PRESSURES on engineering companies - rising labour costs, the strong pound, recession in the UK and many key overseas markets - might have been expected to turn the forthcoming results season into a litany of gloom and despondency.

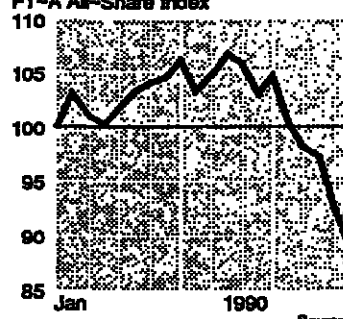
But while chairmen's statements will reflect all the current uncertainty over business prospects, the performance for 1990 is likely to be no worse than patchy. Some of the thorniest problems for the sector, such as the pound's strength against the dollar, are likely to show through more in the first half of 1991.

As Mr Andy Chambers of the Nomura Research Institute points out, the UK manufacturing downturn only began in the second half of 1990, and companies with a relatively higher exposure to consumer markets such as Clowork International, felt pressure on profits start earlier in the business cycle.

According to the Engineering Employers' Federation, between half and three quar-

Mechanical Engineering

FT-A Index relative to the FT-A All-Share Index



ters of the UK's 5,000-plus engineering companies are publicly-quoted, but the large public companies are less exposed to the UK recession than their smaller, private, counterparts.

Over the 1980s, the big UK companies - especially those in aerospace - made a determined effort to expand US manufacturing, reducing their dependence on the UK and balancing their dollar sales with costs incurred in the US currency.

Sixty per cent of engineering sales are made outside the UK, according to Mr Pete Deighton of County NatWest. However, a strong pound will inevitably hit the trading margins of those big exporters to the US whose manufacturing base is primarily in the UK, or which operate in dollar-denominated sectors.

Rolls-Royce is a case in point, although it is helped by a programme of sourcing parts in dollars and the very low exposure to the US currency of its Northern Engineering Industries heavy equipment subsidiary.

Conversely, the companies which do manufacture in the US feel the effect of a weak dollar when they translate their US sales back into sterling at year-end. An example here is Siebe, which in July paid \$65m for Foxboro.

Little cheer likely from the bruised and battered retailers

By John Thornhill

THE retailing sector, which has been ravaged by recession, buffeted by bad weather and crippled by rising costs, is in a sorry state and the forthcoming results season is likely to provide little cheer.

A clutch of companies spanning several sectors is due to report results next month and all, save the food retailers, are expected to confirm just how dire life has become on the high street.

As the latest sets of statistics from the Confederation of British Industry and the government have recently suggested, the fashion retailers are facing some of the harshest conditions. Etam, Laura Ashley and Next are only likely to confirm that truth when they report their end of year results in the following months.

Next, which has agreed to sell its Grattan mail order division

to Otto Versand of Germany for £140m, will in the next few days release its results with the circular detailing the proposed sale. The company is expected to show only a slim profit.

Burton Group, which owns a host of fashion outlets, is likely to report a dismal set of interim figures and later in the season Sears, too, is expected to show the effects of sickly trading.

Two of the City's favourite retailing stocks, Argos, the catalogue retailer, and Kingfisher, the DIY and chemicals chain, may provide evidence that clever management can deflect the worst blows the recession throws at them.

Although neither will entirely evade the general trends in the industry, both are expected to show robust performances.

Iceland, the food retailer which is still in the process of digesting Bejam, may see some erosion to its margins,

although Tesco, which sketched in its results at the time of last month's 2572m rights issue, is still trading very solidly.

This results season may, however, lead to a re-assessment of the stores sector's relative attractions for investors. The sector rallied strongly in 1990 in anticipation of a lowering of interest rates and an easing of trading conditions this year. But the steepening recession and the

troubles that many retailers are experiencing at present suggest the rise was probably premature.

All eyes will now be fixed on the fine print of the chairmen's statements and the evidence that they provide for future prospects.

"If next Christmas looks as though it's going to be bad people will be getting out of the sector pretty damn quick," says one analyst.

Lloyds to kick off a dismal banking season

By David Lascelles, Banking Editor

LLOYDS BANK today launches what is likely to be a dismal round of clearing bank results. The UK recession will take a heavy toll in bad debts, and the poor economic outlook will add to the sense of gloom.

Analysts have had a hard time forecasting just how bad the position will be. For one thing, comparisons with 1989's results are complicated by the huge losses which some banks recorded that year as they cleared out their Third World debt problems.

For another, the 1990 results will depend on just what provision bankers feel they should make against bad debts, and that is more of an art than a science.

So some banks might actually show higher profits, but that could be misleading.

For example, in the case of Barclays, the largest UK clearer, analysts' forecasts range from £672m to £950m - a difference of nearly £280m.

The lower forecast represents a decline from the previous year's £882m, while the higher marks an increase of over a third.

But Barclays made provisions of nearly £1bn against Third World loans last time, and might have to do as much again against UK debts this time round.

The range of forecasts is particularly pertinent in the case of Midland, the weakest of the clearers, where it makes a difference between red and black ink.

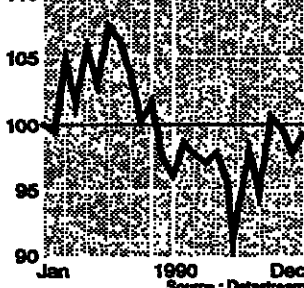
Midland could report a loss of over £100m, or a small profit depending on the impact from bad debts and its notoriously ill-balanced treasury book.

There is more certainty about the outcome at NatWest because the bank has already reported the results of its big US operation: these showed a record loss of \$352m (£178m) because of real estate problems.

NatWest will also report a poor result at County, its investment banking arm, in

Banks

FT-A Index relative to the FT-A All-Share Index



PRE-TAX PROFITS (£m)

	1989	1990
Abbey Nat	501	580-585
Barclays	892	672-950
Lloyds	(715)	584-784
Midland	(261)	(102)-10
NatWest	404	400-550

Sources: BZW, Shearson Lehman, UBS Phillips & Drew, Morgan Stanley, Smith New Court, 50 Walling Securities, Credit Lyonnais, Laid & Cruikshank, Citicorp, Benson Securities.

view of the state of the securities markets.

The range is narrowest in the case of Abbey National, the UK's newest clearer where the concentration on the personal lending and mortgage market has protected it from the ravages of bad business debts.

The biggest unanswered question is over dividends. Traditionally, the clearers try to raise their pay-out faster than inflation, but this year's poor prospects make that less certain.

Earlier this week, Sir John Quinlan, Barclays chairman, warned that banks which pay out too much could frighten off their depositors.

The stock market has speculated that Midland might be forced into being the first clearer to cut its dividend; but most analysts believe it will haul at such a dramatic step, and leave the pay-out unchanged.

New Issues February 21, 1991

Federal Farm Credit Banks Consolidated Systemwide Bonds

6.15 % \$995,000,000 CUSIP NO. 313311 ZX 3 DUE JUNE 3, 1991

6.25 % \$915,000,000 CUSIP NO. 313311 A 36 DUE SEPTEMBER 3, 1991

Interest on the above issues payable at maturity

6.30 % \$420,000,000 CUSIP NO. 313311 B 84 DUE MARCH 2, 1992

Interest on the above issue payable September 2, 1991, and at maturity

7.70 % \$165,000,000 Series A Optional Principal Redemption*

CUSIP NO. 313311 F 49 DUE MARCH 1, 1996

Interest on the above issue payable September 1, 1991, and semiannually thereafter

*Optional Principal Redemption on March 1, 1992, and on any semiannual interest payment date thereafter

Dated March 1, 1991 Price 100%

The Bonds are the joint and several obligations of the Banks of the Farm Credit System and are issued under the authority of the Farm Credit Act of 1971. The Bonds are not obligations of and are not guaranteed by the United States Government.

Bonds are Available in Book-Entry Form Only.

Federal Farm Credit Banks Funding Corporation

10 Exchange Place, Suite 1401 Jersey City, New Jersey 07302 (201) 200-8000

The Farm Credit System

This announcement appears as a matter of record only.

The British Land Company (Jersey) Limited

(Incorporated in Jersey under registration number 49456)

Vendor placing of

£78,750,000 8.625 per cent.

Convertible Capital Bonds due 2011

guaranteed on a subordinated basis by

The British Land Company PLC

(Incorporated in England under registration number 6219120)

Issue price 100 per cent.

The British Land Company (Jersey) Limited (the "Issuer") is a wholly-owned subsidiary of The British Land Company PLC (the "Company"). The Convertible Capital Bonds are convertible into 2 per cent. Exchangeable Redeemable Preference Shares of £1 each in the Issuer guaranteed on a subordinated basis and exchangeable for Ordinary Shares in the Company.

S. G. Warburg Securities is the listing sponsor to the vendor placing. The listing particulars relating to the above mentioned Bonds and the Preference Shares are included in the Companies Fitch Service available from The Stock Exchange and may be obtained for collection only during usual business hours up to and including 26th February, 1991 from the Company Announcements Office, 46-50 Finsbury Square, London EC2A 1DD and during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 8th March, 1991 from:

The British Land Company PLC
10 Cornhill Terrace
Regent's Park
London NW1 4QP

S.G. Warburg & Co. Ltd.
2 Finsbury Avenue
London EC2M 2PA

22nd February, 1991.

UK COMPANY NEWS

GrandMet sells Pizzaland and Pastificio for £20m

By Philip Rawstorne

GRAND Metropolitan, the food, drinks and retailing group, yesterday sold two UK restaurant chains, Pizzaland and Pastificio, to BrightReasons, a company founded last year by Mr Michael Guthrie, former chairman and chief executive of Mecca Leisure.

City estimates valued the deal at £20m. GrandMet also announced that discussions were progressing with prospective buyers of its Perfect Pizza chain in the UK, Wienerwald chicken restaurants in Germany, and Spaghetti Factory outlets in Switzerland.

The moves reflect GrandMet's strategy, reinforced by the recession, of tightening the

focus of its retailing operations. Mr David Tagg, a GrandMet director, said yesterday: "Over the past 18 months we have been taking action to focus on retailing and property priorities which can generate our profit growth target in the coming years."

The 101 Pizzaland restaurants sold yesterday were acquired with Perfect Pizza, the home-delivery chain, from United Biscuits in 1989. Like the 35 Pastificio fresh pasta outlets, they are mostly leasehold sites.

The restaurants are the first acquisitions by BrightReasons, which is backed by Mercury Asset Management and Samuel

Montagu. Mr Guthrie said yesterday that some of the Pastificio sites would be converted into Pizzaland outlets and a new brand would be introduced into the rest.

The Pizzaland brand, which had been on UK high streets for 21 years, would be redesigned and up-dated.

Perfect Pizza has 160 outlets, most of them franchised. The Wienerwald chicken restaurants in Germany comprise just under 200 outlets, half of them franchised.

GrandMet bought them in 1988, when it also acquired Spaghetti Factory with eight outlets in Switzerland and one in Germany.

Sharp fall to £3.9m at Ward Holdings

By Andrew Taylor

WARD HOLDINGS yesterday became the latest housebuilder and commercial property developer to announce a sharp fall in pre-tax profits.

The group said that profits during the 12 months to end-October had fallen by 45 per cent from £7.52m to £3.98m. Turnover fell from £68.4m to £52.33m.

Earnings per share dropped from 8.5p to 4.7p. The company said it would pay an unchanged final dividend of 2.1p. The total distribution was unchanged at 2.6p.

Most of the slide in profits occurred in the group's commercial property division where profits fell by almost half from £6.81m to £3.52m.

Housebuilding profits, by comparison, remained virtually stable at £1.03m compared with £1.04m in the previous 12 months.

Ward, which is based in south-east England, said that housebuilding and commercial property markets in the region were the most challenging in memory.

It remained cautious about the outlook for these markets but said: "The likelihood of falling inflation and lower interest rates in the relatively short term bodes well for the return in due course of better performance from the housebuilding sector."

The company warned, however, that first half results would continue to reflect the downturn in property markets.

There was considerable pent-up demand for housing which would be released when economic conditions improved.

It said its commercial property interests, earned £12.4m gain from the completion of the Channel tunnel and a new bridge being built and financed by Trafalgar House across the River Thames at Dartford.

Alfred McAlpine subsidises 61% to £9.2m

By Andrew Taylor, Construction Correspondent

PRE-TAX PROFITS of Alfred McAlpine, the construction, housebuilding and property group, fell by 61 per cent from £23.64m to £9.21m during the 12 months to October 31.

Mr Graeme Odgers, chief executive, announced below the line provisions of £39.45m, some £20m of which was to cover a sharp fall in the value of the group's investment in Warrington, a commercial property company.

Warrington said it was having discussions in order to refinance its business. McAlpine acquired 37 per cent of the shares following the sale of its commercial property interests to Warrington in June 1988.

A further £7m of provisions were to cover a write-down in the value of housebuilding land. Other provisions covered the cost of closing housebuilding activities in the US, a concrete block making business in south-west England and a Scottish contracting business.

Mr Odgers said that he expected profits to improve in the current financial year although results for the first half would be poor.

Housebuilding, after the provisions, moved from an



Graeme Odgers: expecting poor results for the first half

£18.63m profit in 1989 to a £1.94m loss last year. Contracting profits, following the elimination of loss making contracts in previous years, jumped from £4.2m to £13.9m.

US profits were down slightly from \$11m to \$3.9m with a poor result from quarrying offset by the contracting

business in North Carolina.

Quarries had generally performed well, Mr Odgers said, but there had been problems in opening a new face at the group's slate quarry in Wales. It had also been an "appalling year" for concrete block making.

Turnover showed little change at £877.76m (£866.28m).

The proposed final dividend is halved from 11.5p to 5.5p for a total of 16.3p (£16.1p) for the year. Earnings per share dipped to 20.9p (£21p).

COMMENT

The classic response of a new management is to put as much pain as possible into the first year's results. Poor figures can always be blamed on the previous management and the ground has been laid for a recovery the following year, for which the new management can take credit. This cynical response to yesterday's figures is perhaps a little unfair to Graeme Odgers. The sharp rise in McAlpine's share price yesterday indicates that the market not only believes that the bottom has been reached in the company's chain of disasters but that management changes made by Mr Odgers will bear fruit. The group, having eliminated potential losses by a process of closures and making provisions on housing land, should be capable of making £12m this year. An encouraging start has been made by the new team but they still have to show they can perform over the long haul.

Lonrho chief's remuneration raised 16% to over £1.5m

By Maggie Urry

MR TINY Rowland, chief executive of Lonrho, the international trading group, saw a 16.2 per cent rise in his remuneration last year to £1.53m.

At the year end he also held 92.1m Lonrho shares, 14.4 per cent of the total in issue, meaning that his dividend receipts would have approached ten times his earnings from the group.

During the year Lonrho's pre-tax profits rose by the same percentage as Mr Rowland's earnings, if exceptional profits on whisky stocks are excluded from the previous year's figure. However, earnings per share only rose by 2.6 per cent to 23.6p.

The figures are revealed in Lonrho's annual report, issued yesterday.

The salary increase means that Mr Rowland has overtaken Lord Hanson, chairman of Hanson, who was formerly said to be the highest paid UK company director. Lord Han-

PROFIT BY ACTIVITY (£m)				
	Yr to Sept 1990	Yr to Sept 1989	% change	
General trade	40	28	+53.8	
Motor and equipment distribution	49	45	+8.9	
Manufacturing	20	35	-42.9	
Mineral extraction and refining	99	67	+47.8	
Leisure	20	55	-64.5	
Agriculture	23	18	+27.8	
Financial services	22	25	-15.4	
Total	273	273		

*Includes £36m profit from sale of whisky stocks

son suffered a slight fall in his salary during the 1989-90 year to £1.45m.

The accounts show that Lonrho's net debt stood at just under 60 per cent of shareholders' funds at the year end. The group had cash balances of £355m, of which Mr Rowland said, "90 per cent is banked in Europe or the US."

This could be seen as a response to the "where's the cash?" question posed by the Fayed, the brothers who took over the

House of Fraser stores group in 1984, angering Mr Rowland in the process.

Mr Lonrho said yesterday that it had "no comment" to make about speculation in a Swiss newspaper that the group was negotiating a deal with Mr Werner Rey, the Swiss financier, and his Omni group. The two companies both have links to Asko, the German retailer, in which Lonrho has a 10 per cent stake.

See Lex

Hughes Food chairman resigns

MR JOHN Hughes, founder of Hughes Food Group, resigned yesterday as chairman of the Humberston food supply and services group. He had already given up executive duties.

The USM-traded company

said Mr Hughes intended to concentrate on private interests, including the GB brewery in Liverpool, and G Barraclough, a Yorkshire soft drink manufacturer.

Last year, Mr Hughes agreed

to pay Hughes Food \$5.25m in instalments over 24 years in return for its giving up an option to buy Barraclough.

Mr Hughes, who was paid £152,094 in 1989-90, will receive no compensation, according to Mr Henry Roberts, chief executive and acting chairman. He will be paid £100,000 on March 31, as already disclosed. Mr Hughes has given no commitment about his 29 per cent stake.

The shares closed unchanged at 5 1/2p.

Hughes Food has begun to sell non-core businesses. The trading results of these operations will be treated as extraordinary when it reports its interim results for the six months to October 31.

DIVIDENDS ANNOUNCED

Alumasc	3.2	Apr 15	2.85	10.3	9
McAlpine (A)	5.8	Apr 17	11.6	4.25p	16.1
Merlin Int	1.5	Mar 29	-	-	-
Stainless Metals	1	Apr 18	1	1	4
Taveners	1.5	Apr 4	1.5	1.5	1.5
Tribune Inv Tot	4.2	Apr 10	4.35	5.9	5.2
Ward Holdings	2.1	Apr 2	2.1	2.6	2.6
York Waterworks	4.2	-	-	0.8	-

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡USM stock. §Second interim. ¶Total so far. ††Includes special inaugural dividend of 1.25p.

LMB declines to £12.4m

LLOYDS MERCHANT Bank, the merchant banking arm of Lloyds Bank, earned £12.4m before tax last year, marking a small decrease from the previous year's £12.8m. However, the result did not include the £1.6m cost of relocating the bank to new premises in the City.

Mr Brian Pitman, group chief executive, said the result again enabled LMB to increase its contribution to the Lloyds Bank dividend. This year it is being increased from £10m to £12m. However, since LMB's profit attributable to shareholders was only £11.5m, this entailed a transfer out of reserves of £468,000.

Last year, LMB contributed about 6 per cent of Lloyds' payout.

Lloyds Bank will be reporting its group results today.

Cost controls help Alumasc to £2.77m

Alumasc, the beer keg, aluminium gutters and components manufacturer, weathered a fall in demand to increase interim profits by 25 per cent.

The pre-tax outcome for the half year to December 31 rose from £2.22m to £2.77m in spite of a fall in turnover to £22.3m (£25.5m). The interim dividend is increased to 3.2p (£2.85p), payable from earnings of 14p (£11.7p) per share.

The rise in profits reflected tight cost controls and efforts to conserve cash.

Abingworth plans for liquidation

Abingworth, the high technology venture capital company, is continuing to increase liquidity in anticipation of its closure this year. Directors said they intended proposing at this year's annual meeting that the company be placed in voluntary liquidation.

Mr Anthony Montagu, chairman, said that a high and increasing proportion of the portfolio was held in gifts and other readily realisable assets. That would enable a liquidator to make a substantial distribution to an early date after the appointment.

The net asset value at December 31 was 361p, against 389p a year earlier and 379p at June 30. Net revenue for the six months to end-December was £487,000 (£51,000) for earnings per share of 2.09p (£0.25p).

ECU Trust lifts net asset value

The ECU Trust, which was launched at the end of July

1990 with a net asset value per share of 47.8p had a net asset value per share of 48.1p at December 31.

Net revenue for the five-month period amounted to £372,000 for earnings per share of 1.24p. Mr Thomas Griffin, chairman, said that the single final dividend would be a minimum of 1p. Any further distribution would be paid as a special dividend.

Lower margins in timber side hit SWP

SWP Group, a USM-quoted maker of building industry components, reported taxable profits 7 per cent lower at £520,000 in the six months to December 31. The result compared with £561,000.

The Worcestershire-based company said that there were reduced margins in the timber division and interest charges had increased to £54,000 (£50,000) resulting from an early payment.

Turnover increased from £438m to £521m. Earnings per share came out at 1.4p (£0.59p).

Stainless Metalcraft second half recovery

Stainless Metalcraft, the medical and engineering group, returned to profitability in the second half, reducing the pre-tax loss from £266,000 at the midway stage to £140,885 at the August 1990 year end.

The result was struck on turnover unchanged at £8.1m and compared with profits of £207,867 last time.

Losses per share amounted to 2.2p (earnings 10.6p) and although there was no interim dividend this year the final dividend is maintained at 1p - a special dividend of 3p was paid last year making a total for the year of 4p.

Stronger second half at Taveners

Shares of Taveners jumped 15p to 60p yesterday after the Liverpool-based confectionery manufacturer, which had earlier warned of a likely loss for the year, turned in taxable profits of £81,000 for 1990 and maintained its dividend.

At its interim statement last September, Mr William Taveners, chairman, warned that a mechanical failure on the company's marshmallow production line had had a serious effect on the group.

However, the impact - estimated to have cost Taveners some £100,000 - was ameliorated by a strong sales performance in home and export markets over the second half.

The pre-tax outcome, which compared with profits of £287,000 in 1989, came on turnover ahead 20 per cent to £12.73m (£10.61m). Exports expanded by some 24 per cent, although this mainly reflected the launch of products in Swe-

den and Finland. The single dividend is held at a proposed 1.5p, payable from earnings of 2.3p (£4.1p) per share.

Net asset value falls 20% at Tribune

Net asset value per share of Tribune Investment Trust stood at 238.9p at the end of 1990 - a decline of some 20 per cent over the year.

Net revenue improved to £3.8m (£3.47m) for earnings per share ahead from 6.78p to 7.61p. The recommended final dividend is 4.2p for a total of 5.9p (£5.2p).

York Waterworks improves to £1.8m

Profits before tax of the York Waterworks Company expanded from £1.07m to £1.71m over

the 12 months to December 31. Turnover improved by £911,000 to £6.11m.

The current period covers 15 months and a second interim dividend of 4p is being paid from earnings of 17p. Tax rose to £368,000 (£170,000).

Greenall Whitley profits warning

Mr Christopher Hatton, chairman of Greenall Whitley, the pubs, hotels and property group, yesterday warned shareholders that profits from its hotel operations in the current year would fall short of the previous 12 months.

Speaking at the group's annual meeting in Warrington, Mr Hatton said that although the division does not rely as much on tourism as other companies, it is heavily dependent on the business and conference market - under pressure

recently as businesses cut back on discretionary expenditure.

Hotel occupancy rates for the first four months fell by some 6 percentage points to 57 per cent although that compared with a buoyant equivalent period last year.

Mr Hatton was optimistic, however, that the pub side would have a satisfactory year in spite of the recent poor weather. The run-up to the closure of Greenall's breweries, confirmed for March 1, had proceeded with no sizeable problems.

Unilever considers sale of 4P Group

Unilever said it would consider selling 4P Group, its German and French packaging company, if a suitable offer was received. 4P has annual sales of more than DM1bn (£350m).

A good year for Provident Financial

1990 HIGHLIGHTS

- PROFITS UP 142%
- DIVIDENDS UP 146%
- FOCUS ON CORE CREDIT AND INSURANCE BUSINESSES
- ACQUISITIONS IN CORE AREAS
- SUCCESSFUL DISPOSAL OF NON-CORE BUSINESSES
- SIGNIFICANT COST REDUCTION MEASURES

"Our plans for 1991 depend little upon turnover growth and build on the solid values of the Company. The measures taken during the past eighteen months to give Provident Financial a clear strategic focus and to improve margins and efficiency mean that we are strongly placed even in the worsening economic climate. We are confident that we shall continue to make progress in the year ahead."

Sir Timothy Kitson, Chairman.

SUMMARY RESULTS

	1990	1989
TURNOVER	£317.6m	£286.2m
PROFIT BEFORE TAX	£36.2m	£31.7m
EARNINGS PER SHARE	48.05p	42.76p
DIVIDENDS PER SHARE	23.50p	20.50p

PROVIDENT FINANCIAL

Colonnade, Sunbridge Road, Bradford BD1 2LQ
Tel: 0274 731111 Fax: 0274 727300

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EVERED plc

(To be renamed Evered Bardon plc)
(Incorporated and registered in England No. 182412)

Issue of up to 16,183,920 7.25p (net) convertible cumulative redeemable preference shares of 25p each in connection with the merger with

Bardon Group PLC

The Listing Particulars relating to the issue, which include details of the 7.25p (net) convertible cumulative redeemable preference shares of 25p each, have been published and are available in the Companies Fiche Service available from The Stock Exchange. Copies of the Listing Particulars may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 26th February, 1991, by collection only, from the Company Announcements Office of The Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD, and during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 8th March, 1991 from Evered plc, Radcliffe House, Blenheim Court, Lode Lane, Solihull, West Midlands B91 2AA, and from:

Samuel Montagu & Co. Limited
10 Lower Thames Street
London EC3R 6AE

James Capel & Co. Limited
7 Devonshire Square
London EC2M 4HU

22nd February, 1991

TECHNOLOGY

Software that fits the bill

Everyone knows computers, systems cost money. What is difficult to evaluate, however, is which information technology equipment will make your company more profitable.

PA Consulting Group, the technology consultancy, has developed a piece of software which it believes will enable companies to produce a case for IT investment which is considerably more credible than the hunches and educated guesses previously used.

The PA software is designed to calculate the business benefits to be derived from "customer facing systems". As Graham Christian-Phillips, client manager at PA, points out, systems that deliver better service to customers can be anything from point-of-sale equipment in banks or shops to back office systems if the customer is, say, a wholesaler.

Central to the PA approach is the identification of the "key buying factors" which affect why customers buy one product instead of another.

Christian-Phillips cites the example of a loan for purchasing cars. The factors which influence the car retailer's choice of one package rather than another might be the interest rate, the ease of application and the speed of decision.

It may be acceptable for the finance house to take 10 minutes to check a potential car buyer's credit. However, if customers have to come back the next day to find out if the loans have been approved they may go shopping elsewhere in the meantime.

As Christian-Phillips points out, this demonstrates that although the finance house needs to respond within minutes, it does not need to invest in more expensive computers which give the response in a matter of seconds.

The PA software runs on anything from a laptop PC upwards, so the software can be taken to local sites to get customer information. It incorporates a model known as conjoint analysis which, when fed with data on the market, customers and competitors can calculate the appropriate IT response.

Della Bradshaw

Simon Rattle will raise his baton for the first chords of Stravinsky's Firebird. The City of Birmingham Symphony Orchestra will respond. For the first time, in April, the public will hear the sound of music in what is claimed to be the world's most acoustically sophisticated concert hall.

This hall, at the International Convention Centre in Birmingham, bears a strong resemblance to the Morton H. Myerson Symphony Centre in Dallas, Texas, its immediate predecessor in terms of modernity. Both have the stamp of their common acoustic designer, Artec Consultants.

Artec designed the Dallas hall in 1981 and started work on the Birmingham hall in 1983. The two years made a difference in the way the best available acoustics were created, and this difference springs both from an enhanced knowledge of the way sound behaves and from the development of computer software programs.

Acoustics is concerned with the way sound reflects in a room, how it bounces off the walls and the manner in which it reaches the ears of the listener. The science of acoustics in the concert hall is the use of a room to deliver a sound. Hence the architecture of a concert hall these days is dictated by the acoustics design.

The aim of acoustics is to make the listener feel part of the music. "The sound of the great concert hall is an enveloping sound," says Nicholas Edwards, the Artec man in charge at Birmingham. That means that the listener needs the sound from all angles.

"Sound which comes from the front defracts round the head and produces identical signals," he notes. So it does come from the back or from behind. "But sound from the side arrives in one ear, defracts round the head and arrives in the other ear. It creates a sense of envelopment. So we're looking for what room shapes promote the lateral sound."

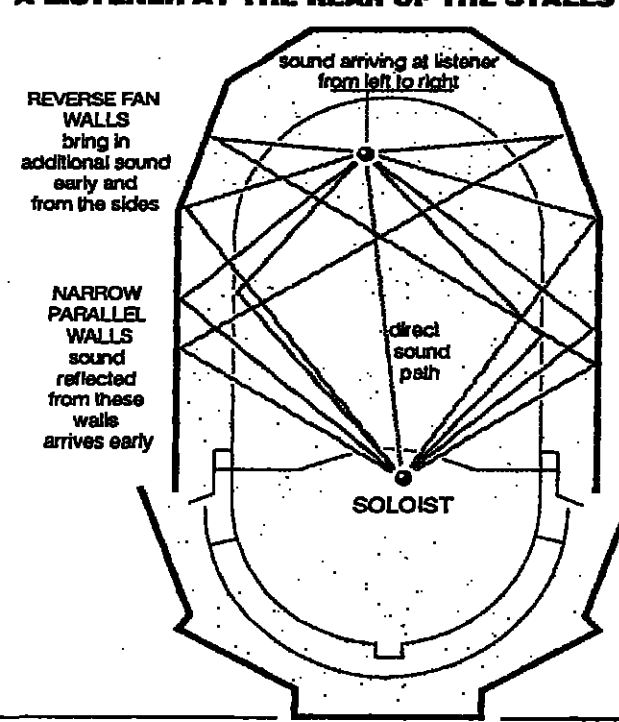
The biggest question for Artec as it approached Birmingham's acoustic design was the size and shape of the hall. It had been established that a simple rectangular room like the Concertgebouw in Amsterdam or the Boston Symphony Hall worked well for music. But, explains Edwards, "until the 1970s there was very little in the science that could offer an explanation as to why rectangular rooms worked well."

It had also been well established that a fan-shaped room,

Paul Cheeseright appraises the state-of-the-art acoustics of Birmingham's new concert hall

The sound of music

SOUND PATHS BETWEEN A SOLOIST AND A LISTENER AT THE REAR OF THE STALLS



where the orchestra sits at the base, at the narrowest point of the fan, had problems. Such halls had been constructed in the US during the 1930s and 1960s. The back wall - the wide point of the fan - had to absorb sound in order to prevent an echo coming back to the stage. "The sound is pretty well all frontal," Edwards comments. "It becomes thin, it has little presence, the listener doesn't feel enveloped."

So the trick, for Birmingham, was to find a shape for the hall which took the rectangular shape, frequent in 19th century concert halls, and refine it with the help of tools unknown a century ago.

With the aid of computer design it is possible to trace the movements of sound once it has been created on the

curve of the three levels of galleries above the stalls but which, acoustically, is a reverse fan. That is, the side walls are parallel for some three quarters of their length but then move inwards at an angle of 18 degrees. By contrast with the halls of the 1930s and 1960s, the orchestra sits not at the base, or narrowest part of the fan, but at the wider part of it.

The numbers in the audience will not be vastly more than those who attended concerts in the old Birmingham Town Hall, traditional home of the City of Birmingham Symphony Orchestra - 2,200 against 1,750. "You can't just build a 5,000-seat hall," notes Edwards. Sound is a limited resource. The wider it is dispersed, the more it dissipates in its intensity. "The sound would be thin if distributed to all."

Even in a hall for 2,200 there are problems in conveying the music to the listener in the way originally envisaged by the composer. The hall has to accommodate the loud passion of Mahler, with his occasional use of massed choirs, and the intimate quality of a Mozart composition aimed at a drawing room audience. So, in effect, the room has acoustically to change shape.

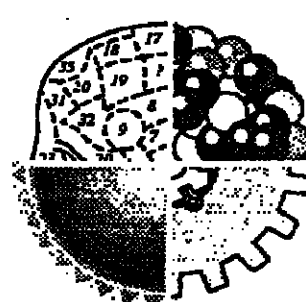
This is done in two principal ways. First by the use of a canopy over the stage. Second by the use of reverberation chambers which run down the parallel sides of the hall to the point where they angle inwards.

The canopy, weighing some 35 tonnes, moves up and down as a ceiling above the orchestra. The reverberation chambers, like caverns on the face of the walls, provide half as much cubic capacity again as the hall itself.

Designed to create clarity, the chambers permit the sound to reverberate so that there is what Edwards calls "a persistence of sound". They open and shut depending on the music: for the lightness of early Beethoven symphonies they would be closed, for the intensity of Bruckner they would be open.

Canopies have frequently been used in the past, but reverberation chambers have not hitherto been used in the UK. But setting the level of the canopy and deciding how to use the chambers will demand new technical skills of the orchestra conductor.

When Artec departs from Birmingham, it will leave a set of working instructions. Just as the leader tunes the orchestra, so now will the conductor have to tune the hall.



WORTH WATCHING

by Della Bradshaw

Mobile hospital built in a hurry

SMALL Danish company Medana has developed a mobile, 100-bed, surgical hospital which can be in place and functioning within 31 days of an order being given, writes Hilary Barnes.

The fully-equipped hospital, which costs \$3m, consists of specially designed containers, each of which can be fitted on to the others. The floor space per container is 14 square meters. In an emergency, the container comprising the operating theatre can function on its own.

Unlike emergency hospitals using tents, the hospital and its equipment are stationary. The hospital has its own power generation and water purification equipment, and the air filtration and hygiene standards mean that it could withstand a chemical weapons attack.

An important selling point is that Medana has signed agreements with several multinational medical equipment companies, including Philips and Rhône-Poulenc, which means that in almost every country in the world there will be back-up on the equipment.

Peanuts worth their salt

The loose polystyrene packaging "peanuts" which prevent fragile items from being broken in the post are now being replaced by an environmentally friendly alternative.

The National Starch and Chemical Corporation, of New Jersey, has developed a substitute foam which is more than 95 per cent cornstarch topped up with poly-vinyl alcohol, a water-soluble organic polymer. Disposing of the packaging is as simple as tossing it on the compost

heap or even flushing it down the sink.

In the US and Canada, the biodegradable Eco-Foam peanuts are manufactured by American Excelsior, of Arlington, Texas, using the extrusion technology used to make some savoury snacks. The cornstarch mixture is heated and forced under pressure through the extruder. As the substance moves out of the high-pressure area to ambient pressure, water contained in the mixture forms steam and blows up the material into lightweight pellets.

No room for high heating bills

CUTTING the domestic or office heating bill is a perennial concern. One company - Electroboss, of Harpenden - has developed a system which, it claims, cuts the cost of electric panel heaters by about 20 per cent.

Because no two rooms heat up in the same way - wooden furniture will absorb more heat than metal furniture, for example - the Electroboss system has a sensor built into each panel heater which is adjusted for each specific room. Once set, the sensor calculates when to turn off the heater as it approaches the required temperature - the room will continue to heat up after this.

In addition the central controller, which is linked to the sensors via the ring mains, can designate that rooms should be heated to different temperatures and at different times of the day. The Electroboss system can also be programmed to exploit the availability of cut-price electricity, and to turn the water heater or cooker on and off.

A system for a three-bedroom semi-detached house, including the panel heaters, would cost less than £1,000 to the builder. The British Technology Group is looking for overseas licences.

Computer gets its bearings

THE DESIGN of bearings which support the rotating parts of an engine can be analysed for wear in about 15 minutes using an award-winning software program run on a Vax 8800 computer, writes Lynton McLain. This compares with 35 hours using a more traditional program. David Fenner, from King's College, London, won the uni-

versity/college category of the Toshiba Year of Invention competition, organised by the Design Council for his technique for analysis of engine bearings. The speed of analysis is achieved by new ways of solving the mathematical equations involved in analysis programs.

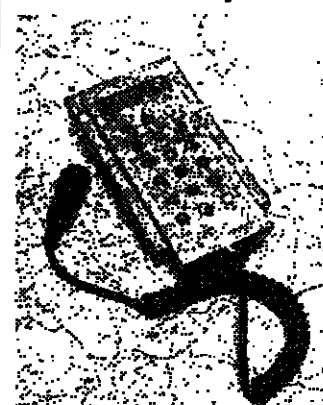
The program, called Elan, enables designers to take account of the change in shape of a bearing from round to oval as an engine heats up and to excessive wear in one part of a bearing. It also shows the minimum thickness of oil required to lubricate bearings for maximum life.

SOS signals for stranded drivers

ANYONE whose car has broken down knows the inconvenience, and possible danger, of having to walk to the nearest phone to summon help. To minimise the difficulties, the motoring organisation RAC has launched a prototype car-carried transmitter which can guide the rescue team to within 50 metres of the vehicle.

The system comprises a push-button display unit in the passenger compartment connected to a transmission unit in the boot. It uses the Datsun radio network of low-frequency transmitters to work out the vehicle's position by comparing the strength of the signals from three or four transmitters.

The RAC is hoping to get the equipment on to the market for under £150 a year.



Contacts: Medana, Denmark, 31 28 36 55. National Starch and Chemical Corporation, US, 201 685 5343. American Excelsior, US, 817 540 1555. Electroboss, UK, 0582 761 885. British Technology Group, UK, 071 403 8686. King's College London, UK, 071 836 5654. RAC, UK, 0273 732221.

FT LAW REPORTS

Director's disqualification case goes ahead despite short notice

SECRETARY OF STATE FOR TRADE AND INDUSTRY v LANGRIDGE
Court of Appeal (Lord Justice Nourse, Lord Justice Balcombe and Lord Justice Leggatt).
February 12 1991

LATE SERVICE of a 10-day notice of intention to apply to a winding-up court for disqualification of a director, is breach of a statutory requirement, and is accordingly a procedural irregularity which does not nullify the application.

The Court of Appeal so held when allowing an appeal (Lord Justice Nourse dissenting) from Mr Justice Mummery's decision to strike out an application by the secretary of state for trade and industry for an order disqualifying Mr Graham John Langridge as a director. It was unnecessary to deal with a cross-appeal by Mr Langridge from the judge's decision granting leave to the secretary of state to commence out-of-time proceedings.

Section 6(1) of the Directors Disqualification Act 1986 provides: "The court shall make a disqualification order against a person... where... it is satisfied (a) that he is or has been a director of a company which has at any time become insolvent... and (b) that his conduct... makes him unfit to be concerned in the management of a company."

Section 16(1) states: "A person intending to apply for the making of a disqualification order by the court having jurisdiction to wind up a company shall give not less than 10 days' notice of his intention to the person against whom the order is sought..."

LORD JUSTICE BALCOMBE said that Mr Langridge was a director of Cade Ltd.

On April 22 1987 an administrative receiver of Cade was appointed. The company became insolvent on that date. The two years in which to apply for disqualification of Mr Langridge as a director under section 6 of the Directors Disqualification Act 1986 expired on April 22 1989 (see section 7).

Under section 16(1) of the act an applicant had to give not less than 10 days' notice of intention to apply for a dis-

qualification order.

In *Jaymar [1990] BCC 303* Mr Justice Harman said the 10 days had to be calculated exclusive of the days on which notice was given and proceedings issued.

The last day for service of notice on Mr Langridge, if proceedings were to be commenced before expiry of the two-year limitation period on April 22, was April 10.

A letter dated April 10 giving notice of intention to apply for a disqualification order, was served by the secretary of state on April 11.

Proceedings began on April 21. At that time neither party had appreciated that the letter served on April 11 had not given the length of notice required by section 16(1). After learning of *Jaymar* Mr Langridge applied to strike out the proceedings. The secretary of state applied for leave to start proceedings out of time.

Mr Justice Mummery struck out the disqualification application, and granted the secretary of state leave to commence out-of-time proceedings. The secretary of state now appealed from the first order. Mr Langridge cross-appealed from the second.

It was necessary to comply strictly with the letter of section 16(1) "shall" give not less than 10 days' notice. Nevertheless, it was necessary to consider the effect of non-compliance.

In determining whether statutory procedural rules were mandatory, in which case disobedience rendered void or voidable what had been done, or directory, in which case disobedience was an irregularity not affecting validity, the court must consider "the whole scope and purpose of the enactment... and one must assess the importance of the provision that has been disregarded, and the relation of that provision to the general object intended to be secured by the act". (*De Smith's Judicial Review of Administrative Action 4th ed (1980) page 143*).

The first question was, what were the scope and purpose of the act?

The purpose was to protect the public. The scope was the prevention of persons who had shown themselves unfit to be concerned in company management from being so concerned.

The second question was, what was the importance of the 10-day notice requirement?

The judge said prior notice was a valuable safeguard for the respondent to the intended proceedings, in that he could take steps to dissuade the intended applicant from proceeding under what might be a mistake or misunderstanding, or ask for them to be deferred while he sought legal advice or took legal action.

The 10-day notice under section 16(1) had a very limited ability to confer those advantages.

In the first place, no notice had to be served in cases where the court could make a disqualification order of its own motion, though doubtless natural justice would require some notice that it was contemplating the order.

Second, no notice had to be served when application was to a court other than the winding-up court, although again natural justice would have effect.

Third, the letter did not have to give the grounds on which the application was made.

Finally, 10 days was too short for the recipient to be able to do much. The importance of the notice seemed to be to limit the shock the intended respondent might otherwise sustain if the first intimation he had of the application was when proceedings were served on him.

The third question was, what was the relation of the 10-day notice requirement to the general object of the act?

The general object of the act was the protection of the public. The object of the 10-day notice was the protection of the person against whom the disqualification application was to be made. The relationship between those two objects clearly involved a balancing exercise.

There were deficiencies in the protection afforded by the notice. In conducting the balancing exercise there was one other matter of considerable significance.

In all cases in which section 16(1) applied, except for an application under section 6, the act provided for no limitation period. Thus if section 16(1) was mandatory, when the flaw was discovered the applicant might at once start again, with the consequent waste of costs. It was difficult to conceive that parliament intended so pointless and wasteful a result. Yet section 16(1) could only have one construction. It could

not be construed as mandatory for section 6 applications, and directory for all the other sections to which it applied.

The fourth question was, what were the relevant circumstances of the present case?

There was no suggestion that Mr Langridge was prejudiced by the fact that the notice actually served on him was one day short, except insofar as he might now be deprived of the benefit of taking a technical point in his favour. Equally there was no suggestion that failure to serve a proper 10-day notice was anything other than a genuine mistake.

In these circumstances and applying the principles referred to above, failure to serve a proper 10-day notice was a procedural irregularity which did not render the application for a disqualification order voidable. The notice qualification application should not be struck out.

Mr Justice Mummery considered *Howard v Bodington (1877) 2 PD 203*, a case under the Public Worship Act 1874 where it was held that proceedings were void because of non-compliance with time limits within which a copy of parishioners' representations against an incumbent was to be sent to him by the bishop. Save in section 6, the 1986 act imposed no general time limits, and even in the case of section 6 there was a power of extension under section 7(2). Accordingly *Howard* was not relevant.

The section 16(1) provisions requiring service of a 10-day notice were directory rather than mandatory.

The appeal was allowed. LORD JUSTICE LEGGATT gave a concurring judgment. LORD JUSTICE NOURSE dissenting, said that section 16(1) was mandatory. *Howard v Bodington* supported the proposition that except when indicated to the contrary, a statutory provision whose purpose was to protect an individual in regard to proceedings which might result in substantial interference with his freedom to pursue his trade, was mandatory, not directory.

For the Secretary of State: A W B Charles (Treasury Solicitors)

For Mr Langridge: Edward Barnister (Dean-Wilson, Brighton)

Rachel Davies

Barrister

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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

PROPERTY - Contd

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

INVESTMENT TRUST - Contd

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
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INVESTMENT TRUST - Contd

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OIL AND GAS

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00

MINES - Contd

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Commercial Vehicles

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00

Companys

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Garages and Distributors

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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

NEWSPAPERS, PUBLISHERS

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

PAPER, PRINTING, ADVERTISING

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

SHOES AND LEATHER

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SOUTH AFRICANS

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

TEXTILES

1990/91	Stock	Price	Div	Yield	P/E
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TOBACCO

1990/91	Stock	Price	Div	Yield	P/E
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TRANSPORT

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PROPERTY

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INVESTMENT TRUST

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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

FINANCE, LAND, ETC

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

PLANTATIONS

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

MINES

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Far West Rand

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

D.F.S.

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Diamond and Platinum

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Central African

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Finance

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Australians

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Miscellaneous

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

NOTES

Stock Exchange dividend classifications are indicated to the right of the security names. An Alpha refers to shares traded through SEAD by at least two market-makers and with a normal market size of 2,000 or more, based on experience of the last 12 months. Beta refers to the other shares.

PLANTATIONS

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

MINES

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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Central Rand

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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Eastern Rand

1990/91	Stock	Price	Div	Yield	P/E
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Far West Rand

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1990/91	1000000000	100.00	10.00	10.00%	10.00
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1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Diamond and Platinum

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

Central African

1990/91	Stock	Price	Div	Yield	P/E
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00
1990/91	1000000000	100.00	10.00	10.00%	10.00

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Continued on next page

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Saddam's speech hits dollar

THE DOLLAR weakened after President Saddam Hussein of Iraq appeared uncompromising in his determination to hold on to Kuwait. The White House described the speech as disappointing, and said that the Gulf war would continue.

Mr Tariq Aziz, the Iraqi foreign minister, was reported to be returning to Moscow, with his country's reply to President Mikhail Gorbachev's proposals for peace in the Gulf, but President Saddam's comments did not encourage optimism that the war is about to end.

Recent hopes of a peace settlement had supported the dollar, on the basis that the US economy will climb out of recession quicker if the costly war effort is brought to an end. It fell back on the news from Baghdad.

Earlier in the day the dollar failed to break through DM1.5000, but finished above the day's low as economic worries about the war were offset by nervousness about a possible move towards full scale ground fighting. At times of uncertainty there is generally an increase in demand for the US currency.

The dollar was also supported by comments from Mr Alan Greenspan, chairman of the Federal Reserve. Continuing his congressional testi-

mony Mr Greenspan said that the dollar's weakness was unwelcome and the Fed had been in continuous discussion with the Group of Seven about co-ordinating policy.

At the London close the dollar had fallen to DM1.4908 from DM1.4970, to ¥131.35 from ¥131.75, to SFr1.2460 from SFr1.2480, and to FFs.9700 from FFs.9800. Its index fell to 60.5 from 60.7.

Sterling was buoyed by reports of demand from Middle East sources, prompting suggestions that it was a contribution towards Britain's war effort. The pound has been firm so far this week, despite lower London interest rates.

Sterling rose 1 cent to \$1.9578, it also improved to DM2.9150 from DM2.9100, to FFs.9250 from FFs.9200, and to ¥257.00 from ¥256.50. The pound's index climbed 0.1 to 94.3.

Within the EMS exchange rate mechanism sterling was again the second weakest currency, ahead of the French franc. Mr Pierre Bérégovoy, the French finance minister, played down the franc's position in the ERM. In a radio interview he stressed that the franc has improved against the D-Mark since the increase in German interest rates at the end of last month. In Paris the D-Mark fell to FFs.4015 from FFs.4030, to be fixed at its lowest level since February 1.

In Madrid the Bank of Spain denied rumours of an imminent interest rate cut, but speculation about lower Spanish rates led to a slight easing of the peseta at the top of the ERM.

Technical problems at the Matif in Paris have prevented publication of French financial futures prices today.

EMS EUROPEAN CURRENCY UNIT RATES

	Unit	Rate	% Change	% Annual	Difference
Spanish Peseta	133.431	127.774	-4.38	5.77	77
Belgian Franc	20.336	20.336	0.00	0.00	0
Italian Lira	1.366	1.366	0.00	0.00	0
French Franc	6.55	6.55	0.00	0.00	0
German Mark	1.00	1.00	0.00	0.00	0
Portuguese Escudo	200.482	200.482	0.00	0.00	0
Irish Punt	7.87564	7.87564	0.00	0.00	0
Spanish Ptas	166.639	166.639	0.00	0.00	0
Portuguese Escudo	200.482	200.482	0.00	0.00	0
Irish Punt	7.87564	7.87564	0.00	0.00	0

Estimated volume total, CME 220 Pts 922. Previous day's open int. CME 2211 Pts 1979.

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FINANCIAL FUTURES AND OPTIONS

LIFTS LONG GILT FUTURES OPTIONS

Strike	Call	Put	Settlement
87	3.54	4.53	0.00
88	2.54	3.53	0.00
89	1.54	2.53	0.00
90	0.54	1.53	0.00
91	0.04	0.53	0.00
92	0.00	0.03	0.00
93	0.00	0.00	0.00
94	0.00	0.00	0.00
95	0.00	0.00	0.00
96	0.00	0.00	0.00
97	0.00	0.00	0.00
98	0.00	0.00	0.00
99	0.00	0.00	0.00
100	0.00	0.00	0.00
101	0.00	0.00	0.00
102	0.00	0.00	0.00
103	0.00	0.00	0.00
104	0.00	0.00	0.00
105	0.00	0.00	0.00
106	0.00	0.00	0.00
107	0.00	0.00	0.00
108	0.00	0.00	0.00
109	0.00	0.00	0.00
110	0.00	0.00	0.00
111	0.00	0.00	0.00
112	0.00	0.00	0.00
113	0.00	0.00	0.00
114	0.00	0.00	0.00
115	0.00	0.00	0.00
116	0.00	0.00	0.00
117	0.00	0.00	0.00
118	0.00	0.00	0.00
119	0.00	0.00	0.00
120	0.00	0.00	0.00
121	0.00	0.00	0.00
122	0.00	0.00	0.00
123	0.00	0.00	0.00
124	0.00	0.00	0.00
125	0.00	0.00	0.00
126	0.00	0.00	0.00
127	0.00	0.00	0.00
128	0.00	0.00	0.00
129	0.00	0.00	0.00
130	0.00	0.00	0.00
131	0.00	0.00	0.00
132	0.00	0.00	0.00
133	0.00	0.00	0.00
134	0.00	0.00	0.00
135	0.00	0.00	0.00
136	0.00	0.00	0.00
137	0.00	0.00	0.00
138	0.00	0.00	0.00
139	0.00	0.00	0.00
140	0.00	0.00	0.00
141	0.00	0.00	0.00
142	0.00	0.00	0.00
143	0.00	0.00	0.00
144	0.00	0.00	0.00
145	0.00	0.00	0.00
146	0.00	0.00	0.00
147	0.00	0.00	0.00
148	0.00	0.00	0.00
149	0.00	0.00	0.00
150	0.00	0.00	0.00
151	0.00	0.00	0.00
152	0.00	0.00	0.00
153	0.00	0.00	0.00
154	0.00	0.00	0.00
155	0.00	0.00	0.00
156	0.00	0.00	0.00
157	0.00	0.00	0.00
158	0.00	0.00	0.00
159	0.00	0.00	0.00
160	0.00	0.00	0.00
161	0.00	0.00	0.00
162	0.00	0.00	0.00
163	0.00	0.00	0.00
164	0.00	0.00	0.00
165	0.00	0.00	0.00
166	0.00	0.00	0.00
167	0.00	0.00	0.00
168	0.00	0.00	0.00
169	0.00	0.00	0.00
170	0.00	0.00	0.00
171	0.00	0.00	0.00
172	0.00	0.00	0.00
173	0.00	0.00	0.00
174	0.00	0.00	0.00
175	0.00	0.00	0.00
176	0.00	0.00	0.00
177	0.00	0.00	0.00
178	0.00	0.00	0.00
179	0.00	0.00	0.00
180	0.00	0.00	0.00
181	0.00	0.00	0.00
182	0.00	0.00	0.00
183	0.00	0.00	0.00
184	0.00	0.00	0.00
185	0.00	0.00	0.00
186	0.00	0.00	0.00
187	0.00	0.00	0.00
188	0.00	0.00	0.00
189	0.00	0.00	0.00
190	0.00	0.00	0.00
191	0.00	0.00	0.00
192	0.00	0.00	0.00
193	0.00	0.00	0.00
194	0.00	0.00	0.00
195	0.00	0.00	0.00
196	0.00	0.00	0.00
197	0.00	0.00	0.00
198	0.00	0.00	0.00
199	0.00	0.00	0.00
200	0.00	0.00	0.00

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Estimated volume total,

CANADA

CANADA

Index	Stock	High	Low	Open	Close	Settle	Stock	High	Low	Open	Close	Settle	Stock	High	Low	Open	Close	Settle
TORONTO																		
3:00 pm prices February 7																		
Divergence in cents unless marked #																		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion A	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion B	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion C	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion D	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion E	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion F	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion G	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion H	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion I	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion J	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion K	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion L	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion M	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion N	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion O	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion P	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion Q	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion R	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion S	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion T	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion U	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion V	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion W	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion X	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion Y	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion Z	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AA	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AB	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AC	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AD	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AE	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AF	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AG	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AH	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AI	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AJ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AK	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AL	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AM	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AN	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AO	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AP	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AQ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AR	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AS	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AT	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AU	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AV	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AW	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AX	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AY	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion AZ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BA	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BB	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BC	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BD	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BE	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BF	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BG	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BH	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BI	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BJ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BK	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BL	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BM	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BN	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BO	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BP	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BQ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BR	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BS	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BT	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BU	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BV	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BW	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BX	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BY	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
100000	AAH Corp	91 1/4	14 1/4				2000	Dominion BZ	67 1/2	7 1/2			3000	Imperial	10 1/2	1 1/2		
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100000	AAH Corp	91 1/4	14 1/4				2000	Dominion CC	67 1/2	7 1/2			3000	Imperial				

INDICES

NEW YORK										1991			
JOE JONES													
	Feb. 20	Feb. 18	Feb. 15	Feb. 12	1991		Since completion			Feb. 20	Feb. 18	Feb. 15	Feb. 12
					HIGH	LOW	HIGH	LOW				HIGH	LOW
Automobiles	2999.01	2992.18	2994.65	2994.65	2994.65	2970.30	2999.75	41.22	AUSTRALIA	131.8	1372.2	1396.7	1399.3
Auto Bonds	94.45	94.79	94.86	94.86	0.52	0.11	0.46/790	0.27/50	AI Industries (U/LB)	593.5	1372.2	1396.7	1399.3
Chemicals	1119.89	1118.83	1119.18	1119.18	0.52	0.11	0.46/790	0.27/50	AI Mining (U/LB)	593.5	1372.2	1396.7	1399.3
Composites	215.73	216.11	215.46	215.46	0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Electronics					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Food					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Health					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Insurance					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Media					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Metals					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Oil					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Real Estate					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Services					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Software					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Telecom					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Transportation					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Utilities					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Waste					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Wholesale					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
World					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3
Yield					0.52	0.11	0.46/790	0.27/50	AI Tech (U/LB)	593.5	1372.2	1396.7	1399.3

40% HIGHER 2023 TO 1995.50 LOW 28.94 TO 69.95.50

STANDARD AND POOR'S									
Composite 1									
	Feb. 15	Feb. 8	Feb. 1	Jan. 25	Jan. 18	Jan. 11	Jan. 4	Dec. 28	Dec. 21
Automobiles	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05
Auto Bonds	432.05	436.58	435	435.43	435.43	435.43	435.43	435.43	435.43
Chemicals	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80
Composites	199.26	201.29	201.29	201.29	201.29	201.29	201.29	201.29	201.29
Electronics	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05
Food	432.05	436.58	435	435.43	435.43	435.43	435.43	435.43	435.43
Health	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80
Insurance	199.26	201.29	201.29	201.29	201.29	201.29	201.29	201.29	201.29
Media	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05
Metals	432.05	436.58	435	435.43	435.43	435.43	435.43	435.43	435.43
Oil	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80
Real Estate	199.26	201.29	201.29	201.29	201.29	201.29	201.29	201.29	201.29
Services	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05
Software	432.05	436.58	435	435.43	435.43	435.43	435.43	435.43	435.43
Telecom	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80
Transportation	199.26	201.29	201.29	201.29	201.29	201.29	201.29	201.29	201.29
Utilities	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05
Waste	432.05	436.58	435	435.43	435.43	435.43	435.43	435.43	435.43
Wholesale	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80	268.80
World	199.26	201.29	201.29	201.29	201.29	201.29	201.29	201.29	201.29
Yield	363.14	363.39	361	361.05	361.05	361.05	361.05	361.05	361.05


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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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NASDAQ NATIONAL MARKET

3-15 pm prices February 23

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3:00 pm prices February 21

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

But analysts are divided over the prospects for new chips, writes **Emiko Terazono**

Capel is telling investors that it is too early to buy stocks in the leading semiconductor producers. They will suffer heavier depreciation charges as a result of high capital spending," he says. A cutback in production, owing to a slowing domestic economy, is also seen unattractive factor, he adds.

Looking at individual companies, profits for the year ending March this year will be affected by the sluggish semiconductor market. Toshiba lowered its pre-tax forecast to ¥190bn from ¥210bn, hurt by the collapse in IBM D-Ram prices. Toshiba and Mitsubishi Electric (Mecro) have also been hurt by the price fall, with Toshiba forecasting a 22.4 per cent year-on-year decline in non-consolidated operating profits to ¥190bn and Mecro a 12.4 per cent fall to ¥140bn.

There is speculation in the market that Hitachi may revise its pre-tax profits downward from the previously forecast ¥250bn. A company spokesman refused to comment, saying he did not want to be

Düsseldorfer Reichs-Essen-Friedens-Messe, Düsseldorf, 1955.